

2011

A N N U A L R E P O R T

Creating future leaders



University of Venda

30 Years • 1982 - 2012

Highlights of 2011

An unqualified and clean audit for 2011 - just as with previous years

The Committee for Higher Education accepted Univen's Higher Education Quality Council improvement plan

Univen has 13 National Research Foundation-rated researchers - from only one in 2008

Univen awarded two additional Department of Science and Technology/National Research Foundation research chairs

The majority of infrastructure projects funded by the Department of Higher Education and Training and Council completed on time

The Vice Chancellor and Principal Prof Peter Mbatia was awarded the 'La Matinal Educational Excellence Award for outstanding contribution to Education' at the inaugural Africa-India partnership summit in Mauritius in December 2011

For the first time in the university's history a Student Senate was established

Indigenous Knowledge System Documentation Centre at the Vuwani Science Resource Centre

Univen campus Wi-Fi

A new institutional culture and ethos is evident and is focused on the core business of teaching, learning, research and community engagement

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Report by the **Chairperson** of Council



“Univen is truly the African university of the future.”

*Ms Shirley Mabusela -
Chairperson of Council*





2011 PAVED THE WAY FOR THE UNIVERSITY OF VENDA TO DISTINGUISH ITSELF AS A NATIONAL EDUCATION ASSET – A HUB OF EXCELLENCE, situated in one of the most exciting parts of South Africa. Univen’s rural location enhances the teaching and learning ambience for local and foreign students alike. It is truly the African university of the future. At Univen we are proud of our heritage, proud of our history and proud of our modern-day achievements.

We will continue to make a difference to the challenges in the education environment in South Africa. And we will continue unabatedly to play a meaningful role in the economic and social livelihoods of our stakeholder communities.

This annual report reflects on the multitude of activities that are part of the changing face of Univen. This changing face is extremely visible in the many infrastructure developments that have been completed or are nearing completion. It is also visible in the many international visitors – be it donors or participating academics and students who find Univen a worthwhile academic institution. All of these interventions augers well to Univen’s commitment to make a meaningful contribution to the development of the people of South Africa.

On the academic front the throughput is improving and the enrolment numbers are moving towards the set quotas and the research profile is showing remarkable improvements.

In the reporting year the university met all statutory requirements.





A first for Univen was the approval for the establishment of a Student Senate which operates according to acknowledged managing principles, managed by eight committees.

A properly constituted Student Parliament, managed by a speaker and deputy speaker was also established to democratically deal with student matters.

The Council also approved leadership benefits such as the provision of laptops, 3G cards and blazers for students.

Council approved a new logo for the university, after consultations at all levels.

Other Council-approved projects include a new Univen Statute which has been signed by the minister and a risk management strategy.

Our stated commitment to accountability and transparency has again stood us in good stead - operating on public resources, this is the only manner in which to do business. In our quest to allow stakeholders to make informed decisions, we communicated regularly, accurately and reliably with our students, parents, and surrounding communities.

Our external auditors have completed their audit for 2011 and stated in their report that the Council has managed the financial

resources in a satisfactory manner and that the institution is in good financial health. We are delighted that the 2011 audited accounts have once again no qualification.

Council is confident that management has exercised sufficient control over funds received from subsidies and student fees, which are our main sources of income, and that the funds have been used in the interest of the University to the best extent possible.

I am confident that the committees of Council fulfilled their mandated responsibilities satisfactorily. These committees were composed of individuals with the skills and knowledge to make informed decisions on matters before them.

All of them were chaired by people with the requisite knowledge and experience to lead their respective committees. All of this adds up to enhance Univen's goal to become a national educational hub of excellence.

Ms Shirley Mabusela
Chairperson of Council



Council composition

Section	Representative	Term
1. Section 16.4. (a) The Principal: Ex-officio	1. Prof PA Mbatl	Ex-officio
2. Section 16.4. (b) Vice-Principal/s: Ex-officio	2. Prof XG Mbhenyane 3. Dr JJ Zaaiman	Ex-officio Ex-officio
3. Section 16.4. (c) Any three experts designated by Council	4. Mrs SE Mabusela 5. Mr RE Maponya 6. Mr PNV Ndou	28-11-2009 to 27-11-2013
4. Section 16.4. (d) Five persons appointed by the Minister.	7. Mr S Maja 8. Mr JM Seoloane	28-11-2009 to 27-11-2013
	9. Mrs A Lawless 10. Dr R Patel 11. Mr MP Kgobe	17-09-2010 to 27-11-2013
5. Section 16.4 (e) One person appointed by the Premier of the Limpopo Province after consultation with the Minister	12. Ms ST Baloyi	28-11-2009 to 27-11-2013
6. Section 16.4 (f) Two persons elected by the Senate from among its members	13. Mr MP Tshisikhawe 14. Vacant	28-11-2009 to 27-11-2013
7. Section 16.4 (g) Two persons elected by the Convocation	15. Mr SM Ravhuanzwo	28-11-2009 to 27-11-2013
	16. Thovhele MJ Masia	28-11-2009 to 27-11-2013
8. Section 16.4 (h) Two persons designated by persons who, in terms of the statute are donors.	17. Dr NB Nthambeleni 18. Dr LR Kone	28-11-2009 to 27-11-2013
9. Section 16.4. (i) One academic employee of the University other than members of the Senate, elected by the academic employees.	19. Vacant	
10. Section 16.4. (j) Two students of the University elected by the students’ representative Council.	20. Mr SI Mashele 21. Mr NJ Matamela	28-11-2010 to 27-11-2011
11. Section 16.4. (k) One member of the service employees of the University elected by the service employees.	22. Mr NA Mutoti	16-09-2011 to 27-11-2013
12. Section 16.4. (l) One member of the administrative employees of the University elected by the administrative employees.	23. Mr RB Mulovhedzi	15-04-2011 to 27-11-2013
13. Section 16.4 (m) One person designated by the Thulamela Municipality.	24. Mrs NG Mahosi	24-06-2011 to 27-11-2013
14. Section 16.4 (n) Other persons, not exceeding six in number, designated by such bodies as may be determined by the Council.	25. Council for Scientific and Industrial Research – Dr LJ Phahlamohlaka	17-09-2011 to 27-11-2013
	26. Human Sciences Research Council – Prof MN Phaswana-Mafuya	12-09-2010 to 27-11-2012
	27. Women’s University in Africa – Prof HC Bakasa-Sadza	30-04-2010 to 27-11-2013
	28. SA College Principal’s Organisation - Mr KR Madzhie	28-11-2009 to 27-11-2013
	29. Business Unity South Africa – Ms FA Muthambi	17-09-2010 to 27-11-2013
	30. Local Traditional Authority – Khosi Vho-NW Tshivhase	30-04-2010 to 27-11-2013
The University Registrar is ex-officio Secretary to Council	32. Vacant	

Lead the **new direction** of the university as determined by the Council's vision and mission



'We have received yet again another clean and unqualified audit and all good governance principles have been met.'

*Prof Peter Mbatlali -
Vice Chancellor and Principal*





2011 WAS INDEED BOTH CHALLENGING AND REWARDING. With a well-devised strategic and action plan in place, repositioning Univen as a national education centre of excellence was of critical importance which calls for bold leadership and practical application – from boardroom to workshop. We are committed and ready for this step – in line with the road mapped out according to the strategic plan.

I am proud to announce that we have received yet again another clean and unqualified audit and that all good governance principles have been met.

Key performance area 1 - Institutional transformation

The 2009-2013 strategic plan was reviewed and updated to the 2012-2016 plan which received an in-principle approval from Council, pending a workshop in 2012 for final approval.

Performance outputs were regularly reported to Council in the vice chancellor's state of the campus reports, while the performance evaluation of members of executive and senior management took place in February and March 2011.

The performance evaluation of heads of departments, directors of institutes and centres were carried out between June and August of the reporting year.

Judicious use of capital project funds ensuring regular high level feedback to funders

The university received funding from the Department of Higher Education and Training for various infrastructure projects. While quarterly reporting is made to Council, annual reports are provided to the Minister of Higher Education and Training on the use of these grants for various projects –

Department of Higher Education and Training infrastructure grant (2006 - 2010): R206 million + R9 million by Univen –

- New Life Sciences building R131,174 million (completed)
- New student administration building R24,735 million (completed)
- Refurbishment to library R18,053 million (completed)
- Four lecture halls R45,479 million (completed)
- Environmental Sciences building extension R18,415 million (completed)
- Renovations to Physical Sciences building R6,089 million

Department of Higher Education and Training funded projects (2010 – 2012): R77 million + R10 million by Univen –

- New female residence R41,351 million
- New School of Education R31,655 million
- New buildings for the School of Agriculture R25,839 million

Council funded projects (2010 – 2011): R 25,5 million + R10,364 million balance of the recovery funds –

- Upgrade of 40 houses R7 million (completed)
- Upgrade of students cafeteria R5,354 million
- Water upgrade R4,2 million





- Tarring of road R5,345 million (completed)
- New power factor correction room and equipment R3,410 million (completed)
- Repairs and renovations to existing electrical infrastructure R2,173 million (completed)
- Paving of new walkways and piazza at library R4, 052 million (completed)
- School of Agriculture (abattoir and piggery) R7 million
- New office complex R10,862 million

Council funded projects (2011 – 2012): R15 million –

- Additional water storage reservoirs R8,377 million
- Standby generators for main administration building and student residences R11 003 million (completed) – The Department of Higher Education and Training contributed R1 million towards this project.
- The Foundation and Council approved the building of a campus clinic and an academic community training centre in 2012 by providing seed funding to the value of R10 million.

These audited reports were submitted to the Department of Higher Education and Training -

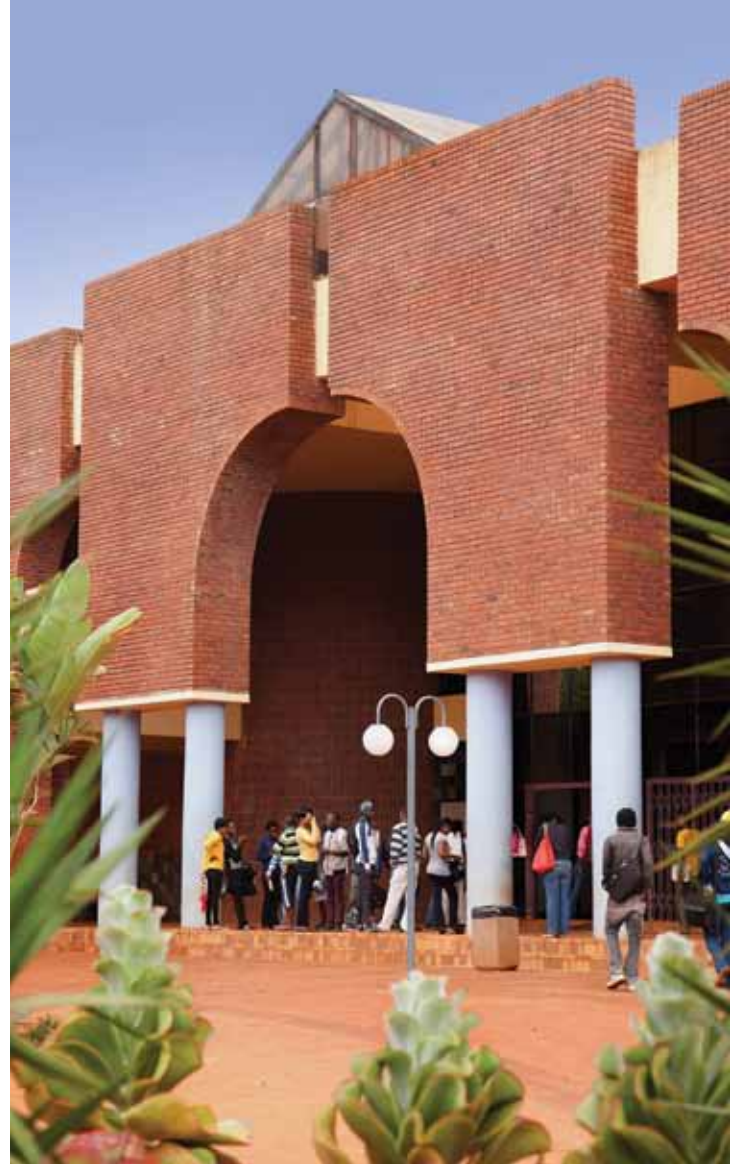
- Infrastructure and efficiency funding

Teaching and research development grants. Regular project monitoring meetings are held, chaired by Dr Jannie Zaaiman the Deputy Vice Chancellor Operations.

Set timelines for academic re-engineering to create a fully functional comprehensive institution in the context of the university's size and shape

The review of the university's programme portfolio was completed. An enrolment planning workshop, focused on Univen's size and shape targets. The analysis and review of the 2009-2013 strategic plan with a view of academic development was done collaboratively with all relevant stakeholders.

With the members of the Executive Committee of Council, I met with Prof Mkhize, Deputy Minister of Higher Education, Director General Qonde and Acting Deputy Director General Ms Kirti Menon to deliberate on strategies for transforming Univen into a modern South African higher education institution.



Univen achieves common understanding on a comprehensive university

The Univen 2010 Council on Higher Education Quality audit report enhanced an institution-wide dialogue about the nature of a comprehensive university and the implications it has for its academic profile and the profile of students attracted to the university to ensure sufficient common understanding of its identity.

A campus public lecture on differentiation by Prof Duma Malaza, the CEO of HESA enhanced debate on how differentiation might impact on Univen's academic restructuring agenda.

I involved all Univen structures in a strategic planning and Higher Education Quality Council audit improvement plan workshop. I also held university community open forum sessions to give feedback and discuss related issues.

Benchmarks established and performance measured against progress towards benchmarks

We at Univen benchmark against best practice as part of our quality assurance strategy. Implementing the 'total cost to company' business principle involved extensive research and benchmarking, especially with RemChannel and HESA surveys.

Benchmarking at national, regional and international level has now become an entrenched practice in policy development, policy review, curriculum development with several exercises completed in 2011. Executive management, senior managers and students participated in several benchmarking exercises, including attending a conference on the status and practice of quality assurance in higher education institutions in Africa at the University of Pretoria.

I attended the Conference of Rectors, Vice Chancellors and Presidents of African Universities on strengthening the space of higher education in Africa as well as a change management workshop in Mombasa, Kenya. I also attended the Southern African Regional Universities Association's conference on building higher education scenarios in Lusaka, Zambia.

Professional qualifications management aligned to regional and national skills development imperatives

The conversion project and the relevance and viability analysis of the programme offerings have been completed. A fully inclusive communications process ensured that all parties were informed.

The Minister of Higher Education and Training has, on the basis of Univen’s recommendations, approved enrolment and efficiency targets for the university.

Key performance area 2 – Teaching and learning

“Ensure production of appropriate skilled graduates and academics for economic growth and development of the region, in line with the national mandate.”

Creation of an academic plan and professional qualifications management that is aligned to the regional and national skills requirements

Univen’s academic plan and the professional qualifications management are driven by the strategic planning and review exercise, which was completed in August 2011, the academic improvement plans, the outcomes of the completed conversion project, enrolment planning, and the completed programme portfolio review exercise, together with the relevance and viability analysis. A number of career focused programmes have been developed, approved by Senate and Council and submitted to the Department of Higher Education and Training for approval and Council on Higher Education for accreditation. These are -

- Advanced Diploma in Sport Management
- Diploma in Consumer Science: Food Resource Management
- Advanced Diploma in Consumer Sciences: Food Resource Management
- Diploma in Consumer Sciences: Clothing Production Development
- Advanced Diploma in Consumer Sciences: Clothing Production Management
- Diploma in Travel practice and Operations
- Postgraduate diploma in Primary Health Care and District Health Service Management
- Diploma in Freshwater Technology

We revived the Engineering Programme Task Team which is now developing programmes in Mining Engineering, Water and Environmental Engineering and Agricultural Engineering.

I led a team meeting with the Engineering Council of South Africa to discuss the proposed new programmes on Mining Engineering and the role of the council to support and monitor engineering programmes.

We signed a memorandum of understanding with the China University of Mining and Technology and the China Coal Technology and Engineering Group to assist with capacity building and development of the new programmes. Subsequently we have been offered bursaries for a staff member to study towards a doctorate and two students to do masters degrees in China.

The School of Health Sciences is exploring new community health programmes such as optometry, dentistry and emergency medicines.



We have also submitted bids for new infrastructure to the Department of Higher Education and Training, including a new engineering block and a new Health Sciences building which are crucial in realising this vision.

Implement the academic plan to give effect to the Minister’s 2010 enrolment targets relating to the size and shape of Univen

Univen strictly monitors and manages its enrolment planning to be in line with the mandate of the Minister of Higher Education and Training. Our throughput rates are in line with the academic plan for the university. The pass rate in 2011 was 88 percent (the departmental mandate is 79 percent), our graduation rate in 2011 was 23 percent (mandate is 19 percent, national average norm is 23 percent).

We also developed a work-load model which reflected a shortfall of 83 academics at an additional cost of R 43 million per year. This requires urgent attention and has been discussed with the department of higher education and training.

The Centre for Higher Education Teaching and Learning organised workshops on quality teaching and learning - such as models for offering critical academic literacy development. We also have enhanced tutorship with the total number of tutors increasing from 146 in 2010 to 265 in 2011 - an 81 percent increase.

Champion appropriate developmental structures to support staff and students to create active leadership

To achieve this, a number of interventions have been instituted. These include –

- Creation and implementation of the Centre for Higher Education Teaching and Learning
- Establishment of the Senate Teaching and Learning Committee
- Development of the Vice Chancellor’s Excellence in Teaching Awards
- Development of the Vice Chancellor’s Student Academic Excellence Awards
- Anti-plagiarism policy approved and Turnitin programme purchased



- Academic rule amendments approved
- Higher Education South Africa's sector framework for admission score point approved
- Exclusion rule for post graduates approved
- Council approval of a BA degree in Heritage Studies
- Introduction of a BA degree in Indigenous Knowledge Systems
- Review of Baccalaureus Legum (LLB) degree approved
- Planning and piloting a three-day new staff academic preparation programme
- The introduction of the virtual reference system, the springerLink database and the digitisation of question papers enabled students and staff to have quick access to library services via computers and the internet
- As a result of the Univen-IBM agreement, students and academic staff in Business Information Systems in the School of Management Sciences now fall under the IBM academic initiative. This provides them with programmes, educational materials and software maintenance at no charge
- Various information technology services have been introduced to support teaching, learning, and research activities. These include -
 - » Upgrading of all student computer laboratories to Windows 7
 - » Installation of audio visual equipment in the 22 lecture halls
 - » A variety of infrastructure development projects aimed at improving the quality of teaching and learning -
 - » New lecture halls
 - » Refurbishment of the library
 - » New student administration building
 - » New student female residence
 - » New Life Sciences building
 - » Extension to the School of Environmental Sciences
 - » Research equipment
 - » New vehicles
- The Skills Training and Development Committee actively encourages and supports academic and administrative staff to attend relevant training programmes.

Key performance area 3 - Research and community engagement

"Producing high-quality, relevant and regionally focused basic and applied research and reciprocal community engagements."

Improve the research output of the university, both in terms of postgraduate degrees and published research

The research outputs have shown a dramatic growth in the past four years –

- 2008 – 34.16 units
- 2009 – 58.37 units
- 2010 – 76.76 units
- 2011 – 113.9 units

We currently stand at 0.36 research output units per M/PhD staff member. Six academic staff members successfully completed their doctoral degrees, and in the year under report, we increased our National Research Foundation-rated researchers to nine, from a mere one in 2008.

In total 83 of postgraduate students attended the National Research Foundation workshop on development of research skills for young researchers.

As part of our strategy to demystify the science of article writing, we developed the Univen e-journal for implementation in 2012.

Univen's Telkom bandwidth was upgraded from 10 to 30 megabits/sec. The Seacom SANREN project is expected to be completed in June 2012 and will significantly increase our bandwidth to about 300 megabits/sec.

Of six applications for the South African Research Chairs Initiative research chairs, two were awarded to Univen at a value of R 2,5 m per chair per year over five years.

We were part of the consortium that signed the memorandum of understanding for the Limpopo Research Observatory. The goal is to leverage on our skills and human resources to enhance the immense research opportunities in the region to the benefit of the communities.

Reward high performing researchers

The Vice Chancellor’s annual awards for Excellence in Research have been incorporated into the Research and Innovation policy. Various awards and categories of researchers are awarded. These include –

- Established researchers
- Young researchers
- School awards
- Cash awards for individuals and for research project
- Framed certificates
- Trophies
- Subsidy from published research articles
- Cash rewards for every masters and PhD graduated

Community engagement projects aligned to regional and national imperatives

The Univen Foundation provided R2m seed funding towards an academic community training centre. The balance of R3m will be sourced from the university and from donors.

With the Centre for Global Health at the University of Virginia in the USA, Univen participated in the review progress of the project on water and health in Limpopo where the Mukondeni ceramic project was initiated.

The university’s Centre for Environmental Technology and Climate Change signed a memorandum of understanding with the Centre for Trans-disciplinary Study of Sustainability and Complexity at the University of Stellenbosch to conduct research on ‘Nature, modalities, dynamics and spatial manifestations of transitions to sustainable growth and Development’.

In the review year a partnership with the Centre for Human Rights at the University of Pretoria was established in their LL.M programme: Human Rights and Democratisation in Africa. Senate and Council also approved partnerships with the Centre for Human Rights and twelve other universities in Africa on the LL.M programme.



The Centre for Rural Development and Poverty Alleviation came third In the MacJannet Prize for global Citizenship in recognition of the centre’s project on ‘Amplifying Community Voices in Vhembe District’ awarded in a ceremony in Spain.

We also witnessed an increased uptake of basic computer literacy training by the community. A community project, co-ordinated by students in the Department of Chemistry, on sorting, reduction and recycling of waste on campus provides a small income for a group of unemployed women from the community.

Univen participated in a workshop on ‘NGO-Microfinance Transformation: The Africa Perspective’ as part of the International Community Based Monitoring System project to which the university is a signatory. We also participated in a team of micro-finance experts who assessed the micro-finance human resources needs for eastern and southern Africa.

The Vuwani Science Resource Centre visited about 600 learners at ten secondary schools, providing them with practical training in science. About 900 learners from 15 schools also visited the centre to perform experiments at its labs. Twelve community members successfully completed a certificate course in computer literacy at the centre.

The School of Management Sciences met with the Provincial Human Resource Development Strategy about the training of 577 provincial senior managers, coordinated by the Limpopo Learning Academy.

Officials of the Botswana Consulate visited the School of Environmental Sciences to explore possibilities of Univen training Botswana students in areas of mining, environmental geology, hydrology and water resources.

In the year under review the university entered into a partnership with the Vhembe District Municipality for mutual beneficial projects and programmes.

A memorandum of understanding with the Manala Royal Council will see the university introduce Isi-Ndebele as part of the progammme in the Department of African Languages. Univen also developed and conducted short courses on cooperative management for the Vhembe District Municipality, while Dr Mathye was nominated to serve on the Vhembe District Mental Health Review Board.

The Department of Science and Technology nominated the university’s Indiginous Knowledge Systems Centre as a provincial hub for indiginous knowledge systems documentation.

**Vuwani Science Resource Centre Week
- increased visibility of community
engagement flagship programmes**

In the review year the number of learners visiting the centre totalled 10 000, compared to 7200 in 2010. There has also been increased interest and participation in the centre's operations from stakeholders like the University of Virginia in the USA and the University of Warwick in the UK, who inaugurated its activities around its annual 'Warwick in Africa' mathematics outreach programme with the centre. The Department of Science and Technology appointed the centre as its indigenous knowledge systems documentation centre.

**Key performance area 4 -
Linkages, partnerships and
internationalisation**

"Create a platform for institutional advancement through an innovative approach to developing and maintain partnerships and linkages for mutual benefit."

**Seek and establish initiatives for
participation, collaboration and joint
initiatives with other higher education
institutions in the region**

I served on the Council on Higher Education's PhD task team which report has been forwarded to Higher Education South Africa for further inputs before it is submitted to the Minister of Higher Education and Training for adoption.



I am also a member of the Premier's Advisory Council on Economic Growth and Development Strategy, and the chairperson of the Skills for Economy Technical Working Group. In the 2011 reporting year we met with the Limpopo Province Member of the Executive Council of Agriculture and with the National Student Financial Aid Scheme to improve the disbursement of funds to needy students. We also signed a



memorandum of understanding with the Great Zimbabwe University to promote cooperation at administrative, academic and student development levels.

The School of Law struck a partnership with the University of Pretoria's Master's Programme in Human Rights and Democratisation, while the Directorate of Community Engagement conducted a regional course on programme development and management in partnership with the Voluntary Services Organisation.

During the year under review Univen's English Department, in partnership with the English Academy of Southern Africa, held a commemorative lecture in honour of Prof Es'kia Mphahlele.

Create linkages - locally, regionally and inter-nationally - that will lead to mutually beneficial partnerships and opportunities

In 2011, I led a delegation to the Engineering Council of South Africa to discuss the development of engineering programmes and discussed science and technology developments with President Guu of the Taiwan Pingtung University of Science and Technology.

The Limpopo Premier's Advisory Council, of which I am a member and also chair the Economic Technical Working Group, was in 2011 responsible for developing engineering programmes at Univen and an aviation school at the Polokwane International Airport.

We signed several memoranda of understanding with international universities to create a platform for institutional advancement. These include an agreement with the China Coal Technology and Engineering Group and the China University of Mining and Technology to develop a mining engineering programme, an agreement with Hochschule Ostwestfalen-Lippe in Germany to

cooperate in research and teaching activities, an agreement with the Antwerpen University in Belgium as well as an agreement with American Universities through the Fulbright Commission Program for South Africa.

In the review year the JD Group donated computers to the Vuwani Science Resource Centre to the value of R 200 000.

International office created, staffed and operational

Mr Cornelius Hagenmeier was appointed as the first director of the newly established Directorate of International Relations. The directorate is benchmarked against international offices and programmes at South African universities and the International Study Office of the University of Virginia in the USA.

Consultations were undertaken with the Director of the Large Account Unit at the Department of Home Affairs regarding the issuing of work permits to international staff members.

The directorate coordinated a visit by the fundraising director of the University of Warwick. This resulted in seven educators and senior students from the UK teaching maths and English in rural schools around the Vuwani Science Resource Centre.

It also facilitated a visit by two academics from the British Columbia University and a staff member of the Child and Family Services of Greater Vancouver to develop collaborative research projects with Univen academics.

The Director of International Relations represented Univen at the 15th Conference of the International Education Association of South Africa. The Deputy Minister of International Relations and Cooperation, Ebrahim Ebrahim delivered a public lecture at Univen on the country's foreign policy.





The Executive Team of Absa met with the university's senior management to discuss possible partnerships from a corporate social investment perspective, and from a private-public partnership for the erection of staff housing.

International partnerships resulted in exchange of personnel, students and resources

The signing of a tripartite memorandum of understanding with the China University of Mining and Technology and the China Coal Technology and Engineering Group, includes collaboration in capacity development, staff and student exchange and research and development initiatives.

The Univen and Virginia University initiative on molecular biology includes postgraduate training and student and staff exchanges between the two institutions.

The memorandum of understanding between Univen and the Human Sciences Research Council promotes staff and student exchanges.

The EUROSAs Partnership promotes staff and student mobility. I met with the South African ambassador to Spain, Fikile Magubane to investigate possible linkages with Spanish universities.

New partnerships and linkages forged for mutual benefit of all partners

The visit to Univen by Dr Molapo Qhobela Deputy Director General: Human Capital and Knowledge Systems of the Department of Science and Technology resulted in funding for collaborative teaching and research initiatives between Univen and the University of Virginia.

High level meetings with the Department of Higher Education and Training resulted in discussions on transforming Univen into a modern South African higher education institution with an appropriate learning environment.

Discussions with De Beers Group focused on a new mining



engineering programme and areas of support by De Beers. A meeting with the Deputy Minister of Arts and Culture resulted in support of initiatives in arts, culture and rural development.

I was awarded the 'La Matinal Educational Excellence Award for outstanding contribution to Education' at the inaugural Africa-India Partnership Summit in Mauritius in December 2011.

Key performance area 5 - Management – Institutional viability and sustainability

“Create a culture of accountability and financial astuteness to ensure a financially sustainable campus.”

Creation of a management team that understands the importance of financial controls and who are competent to implementing these controls

Quarterly financial performance reviews are reported to the Finance Committee of Council with these major highlights –

- Quarterly monitoring of cash flow
- Income and expenditure
- Quarterly monitoring of short and long term investments
- Quarterly reporting on capital expenditure for infrastructure projects (Department of Higher Education and Training and & Council controlled funds)
- DebtTracker appointed to collect outstanding student debt

With financial sustainability one of the key performance areas of senior and executive managers, the operations expenditure for the 2011 financial year was within budget.

Mrs Nthanyiseni Dhumazi, a chartered accountant, was appointed as director of finance. The training of senior and executive managers in short courses 'Finance for non-financial managers' has greatly improved the oversight role of deans and directors in budgetary matters.

Provide leadership in the university's third stream fundraising through the Univen Income Generation Centre

The Univen Income Generation Centre was registered as a company in December 2010. Twelve board members have been appointed – three external -

Three operating units of the UIGC have been operationalised -

- Short courses
- Commercial unit
- Consultancy unit

In 2011, the centre trained 22 facilitators on short courses for the New Venture Creation Learnership programme. The programme trained 100 learners, funded by the ISETT SETA for R 4,7 million.

The University attracted several donations for various commitments. These included -

- R50 000 from the Taipei Liaison Office for student bursaries
- R100 000 per year for two years from Absa for the proposed Univen Absa soccer league
- R150 000 from Absa towards student income generating projects
- R360 000 from the Industrial Development Corporation for computers and software
- R1,5 million over three years from the Department of Science and Technology for a national molecular biology training course
- R300 000 from the Department of Science and Technology for the Vuwani Science Resource Centre
- R200 000 from JD Group for computers for the Vuwani Science Resource Centre



My meeting with the Rural Education Access Program resulted in a tentative agreement of up to 50 bursaries in 2012. ESKOM pledged R325 000 to support Univen's capacity development programme in Mathematics and Physics as well as R90 000 for the School of Environmental Sciences.

Furthermore, the Department of Science and Technology gave R5,2m for human capital development and research related infrastructure improvement, the National Research Foundation and the South African Agency for Science and Technology Advancement provided R80 000 to the Vuwani Science Resource Centre for the 2011 National Science Week activities and the Dell & Dell Foundation donated R500 000 for student bursaries.

Facilitate an active, constructive organised student life to ensure stability and holistic development opportunities for all students

For the first time in the university's history a Student Senate was established. The Student Senate committees are – Senex, Bursary Committee, Community Engagement Committee, Computer Services Committee, Library Committee, Naming Committee, Research and Publications Committee and Time Table Committee.

In April the Speaker and Deputy Speaker of the Student Parliament Mr Madzhuta, and Mr Moila went to Cape Town to observe the national parliamentary sitting and also learn how real parliament functions to enable them to effectively run the student parliament.

At the Student Parliament's first sitting various policies were discussed, amended and adopted. These include –

- Residence rules and regulations
- Student Representative Council election regulations
- Draft policy on student gatherings/demonstrations
- Draft policy on handling disruptive, threatening, or violent individuals on campus
- Draft policy on involuntary withdrawal from the university in special circumstances

- Draft policy on the liquor consumption on Univen premises
- Draft policy on student events
- Draft policy on sports
- Draft Student Representative Council constitution

Students also participated in the university strategic planning process. The Student Representative Council strategic planning workshop resulted in the implementation of amended qualification criteria for students to participate in elections for leadership positions.

The university also implemented the amended Council-approved leadership benefits such as the provision of laptops, 3G cards and blazers for students. The elections ushered in a new student leadership which was more focused on enhancing academic work, serving students and participating in co-operative governance.

We affiliated to 13 sporting codes - athletics, badminton, basketball, body building, chess, cricket, dance sport, football, karate, netball, rugby, tennis and volleyball.

A delegation of staff and students formed part of a South African Chapter of the Association of College and University Housing Officers International and visited different university residences in the Northern State of Illinois, USA to study practices of running student residences.

Key performance area 6 – Governance

“Be the driving force behind the Univen governance structures.”

In the reporting year the university met all statutory requirements.

The highlights include –

- A new Univen Statute has been signed by the minister
- A risk management strategy was approved by Council
- A detailed framework compliance report has been drafted by the Legal Advisor to the Vice Chancellor

- A Risk Committee has been established and -
 - » Risks have been identified and monitored
 - » Risk champions have been appointed
- An Occupational Health and Safety Committee, chaired by the Deputy Vice Chancellor Operations has -
 - » affixed Occupational Health and Safety legal notices
 - » appointed and trained 20 first aiders
 - » appointed and trained 27 occupational health and safety officers
 - » appointed 7 fire fighters
 - » appointed Aspirata as occupational health and safety consultant
 - » appointed ICAS as employee welfare programme service provider

Effective governance structures in place

Executive and senior management committees are in place and functioned well to ensure effective governance within the university.

Significant areas of internal audit focus

Internal audit planning and the one-year operational plan were approved.

Risk management focus

The university's risk assessment was updated and the established Risk Committee oversaw implementation of mitigating actions.

Management's commitment to internal control

During 2011, management implemented internal control and cleared a total of 73 previously raised internal audit findings. The clearing of findings was a matter of on-going management attention.

Management's support of internal audit

During 2011, as in the past, management supported internal audit by making the required information and documentation available, as well as committing time to meet with internal audit to discuss internal audit related matters.

Outstanding internal audit findings were reduced by 26 percent from 88 in 2010 and prior years to 65 in 2011. A total cost to company remuneration system was implemented from 1 July 2011, and a salary increase agreed on and signed between management and the unions and staff structures.

Our employment equity plan was submitted to the Department of Labour. Performance management has cascaded from the Vice Chancellor, to executive management, to senior management, and now middle management. It will be cascaded to the entire university.

PriceWaterhouseCoopers performed a review of internal controls relating to the mandate, strategy and vision, governance, marketing, financial management and operations of Univen Radio. As a consequence a new governance structure has been implemented.

A new logo for the university was adopted and approved by Council after consultations at all levels, including the Institutional Forum and Senate.

An insurance risk cover for Council members was implemented.

Prof Peter A Mbat
Vice Chancellor and Principal



Council statement on **corporate governance**

*Mr Manna Fourie -
Head: Committee Administration*





THE COUNCIL OF THE UNIVERSITY OF VENDA operates under the principles of accountability, integrity and openness as expressed in the King Report on corporate governance. The Council is aware of its responsibilities as required by the Higher Education Act, 1997, Act 101 of 1997 for governing the University as a public body committed to becoming a centre of excellence.

The Institutional Forum

The Forum engages in its advisory role in various campus activities such as the appointment of the Vice Chancellor and approval of the proposed senior management structure.

The functions of the Forum are to –

- Advise Council on issues affecting the Institution, including –
 - i) the implementation of the Act and the national policy on higher education
 - ii) race and gender equity policies
 - iii) the selection of candidates for senior management positions
 - iv) the code of conduct, mediation and dispute resolution procedures
 - v) the fostering of an institutional culture which promotes tolerance and respect for fundamental human rights
- Perform such other functions as determined by Council

The members were elected from internal and external constituencies. These constituencies are each represented by three of their members in the Forum -

- Council
- University management
- Senate
- Academic staff
- Administrative staff
- Service staff
- Convocation
- Student Representative Assembly

The nomination of representatives was transparent and democratic.

These members represented their structures on the Forum -

Council

Ms ST Baloyi, Mr MP Kgobe, Mr KR Madzhie

Management

Prof VO Netshandama, Prof DT Ngobeli, Mr NJ Vele

Senate

Dr PK Chauke, Adv MK Malepe, Dr MP Mulaudzi

Academic staff

Ms KG Morwe, Dr NE Phaswana, Vacant

Administrative staff

Ms T Matshotshi, Ms MO Ramaboe, Mr K Mphidi

Service staff

Ms ME Maginya, Mr AD Mamphiswana, Mr KG Mathelemusa

Convocation

Adv PE Matshidze, Mrs TY Mudau, Mr L Mudzanani

Student Representative Council

Mr SI Mashele, Mr N Matamela, Mr W Moila

Rectorate

Prof PA Mbatl

Secretariat

Mr NV Demana, Ms MA Lewis

All participants in the Forum have an identifiable and significant constituency and mandated capacity to act on behalf of their constituencies. The Executive Committee of the Forum consists of -

Chairperson - Ms ST Baloyi
Deputy Chairperson - Adv MK Malepe
Secretary – Ms KG Morwe

- Three additional members
 - (i) Prof VO Netshandama
 - (ii) Ms ME Maginya
 - (iii) Vacant

Council

The Council consists of people elected in accordance with the University of Venda Statute of 2005. The ratio of non-staff members to that of staff and student members is 60 percent to 40 percent. This is to ensure objectivity as well as stakeholder participation in University governance.



For purposes of managing, controlling and executing its duties, Council has these sub-committees -

1. Executive Committee of Council
2. Executive Management Remuneration Committee
3. Appeals Committee
4. Audit Committee
5. Finance Committee
6. Senate
7. Human Resources Committee
8. Student Affairs Committee
9. Tender Committee

These committees meet four times per year - prior to Council meetings - and submit reports for consideration at each ordinary Council meeting and make appropriate recommendations to Council. All Committees of Council are chaired by external members of Council.

Executive Committee of Council

The Committee's responsibilities include to –

- (i) advise Council on matters of policy
- (ii) make decisions on behalf of the Council on matters of an urgent nature, provided that any such decisions be ratified by the Council at its next meeting
- (iii) consider and make recommendations to Council on the reports of all Council committees
- (iv) advise Council on any matter which it deems expedient for the effective and efficient management of the University
- (v) perform such other functions as the Council may determine

Executive Management Remunerations Committee

The Committee's responsibilities include -

- (i) determining on behalf of Council, remuneration packages of members of Executive Management.
- (ii) entering into remuneration negotiations with newly appointed members of Executive Management.
- (iii) reviewing remuneration packages of members of Executive Management.

Appeals Committee

The Committee is responsible for the hearing of appeals of staff and students against the findings and sentence of disciplinary hearings.

Audit Committee

The Committee's responsibilities include –

- (i) recommending to Council the appointment and retention of external auditors and externally appointed internal auditors, and to deal with matters regarding their dismissal or resignation
- (ii) evaluating the independence, effectiveness and performance of the external and internal audit
- (iii) reviewing the external auditors' and externally appointed internal auditors' engagement letters, with particular reference to the terms, nature and scope of the respective audit functions, the timing and nature of reports and the related audit fees
- (iv) considering any problems identified in the organisation as a 'going concern' or in the statement of internal control
- (v) monitoring the annual performance and effectiveness of external and internal auditors, and to make recommendations to the Council concerning their re-appointment, where appropriate
- (vi) reviewing and advising Council on risk management control with a view to ensuring that the University is managing all forms of risk effectively and adopting best practice in risk management generally
- (vii) monitoring the implementation of agreed audit-based recommendations
- (viii) ensuring that all significant losses have been properly investigated and that the internal and external auditors have been informed
- (ix) satisfying itself that satisfactory value for money arrangements are in place to promote economy, efficiency and effectiveness
- (x) identifying key matters identified in management letters, requiring follow-up
- (xi) obtaining assurance from the external auditors that adequate accounting records are maintained

Other specific functions are -

Financial statements

The Committee examines and reviews, in conjunction with the Finance Committee, the annual financial statements, focusing on –

- new systems implemented
- major judgmental areas
- significant adjustments from the audit, and its efficiency
- the basis of 'going concern' determination
- internal control
- compliance with accounting standards
- compliance with financial conditions of loan agreements
- any changes in accounting policies and practices

Internal control and internal audit

The Committee monitors the effective functioning of internal auditing to ensure an objective overview of the operational effectiveness of the organisation's systems of internal control, reporting and business risk management, including -

- clarifying internal audit and external audit efforts
- ensuring the internal audit function's compliance with its mandate
- reviewing significant matters reported by internal audit and the adequacy of corrective action taken in response to those matters, including any significant differences of opinion between management and internal audit

- reviewing and approving the internal audit charter, internal audit plans and internal audit conclusions together with the adequacy of internal audit resources to effectively execute the plans
- evaluating the independence of the internal auditors
- reviewing the effectiveness of the organisation's systems of control, including financial control and business risk management

Finance Committee

The Committee's responsibilities include –

- considering matters of financial strategy and policy, including procurement and supply chain management, risk management and insurance, as they relate to the operation of the University, in particular the optimum use of available and potential financial resources, including internal investment options and their rate of return
- considering and assessing all investment opportunities available to the University, in respect of all the funds which it administers, and determining the manner and extent to which funds are to be invested with a view to ensuring both security and optimisation of income
- considering proposals for the raising of loan finance to fund capital development projects, including the acquisition of equipment, and to make recommendations to Council
- receiving and considering budget proposals from the executive and recommending to Council the annual operating and capital budgets
- approving the level of tuition fees and residential fees payable by students, and to make recommendations to Council on the policies governing the levels of these fees
- recommending to Council the appointment of the University bankers, investment managers and financial advisers
- approving the classification of specific debts as irrecoverable
- monitoring the insurance arranged to cover the University's property and liabilities
- approving the annual salary adjustments of staff

Human Resources Committee

The Committee's responsibilities include –

- recommending to Council on human resources policy matters, including but not limited to -
 - » the recruitment and appointment of employees
 - » the training and development of employees
 - » the applicable job evaluation system
 - » the performance management of employees
 - » the promotion of employees
 - » equity, including the equity plans of the University
 - » the involvement of employees in external work
 - » medical aid, group life and pension schemes
 - » leave benefits of employees
 - » succession planning
- advising Council on any matter which it deems expedient for the effective and efficient human resources management of the University

- recommending to Council on the delegation of authority to line managers within the University
- recommending to Council on all new and revised human resources and employment equity policies
- monitoring and evaluating the implementation of Council-approved human resources and employment equity policies

Student Affairs Committee

The Committee's responsibilities include -

- enhancing the social, education and religious interest of students
- enhancing the quality of student life, including but not limited to sporting and health related aspects
- determining and reviewing entitlements of the student leadership
- reviewing rules and regulations on student residences and management
- the responsibility for the conduct of student governance, including consideration of the Student Representative Council's annual programme of action and recommending this to Council
- reviewing the Student Affairs organisational structure and making recommendations to the Human Resources Committee
- considering recommendations on the review of the Students Representative Council constitution and other policy documents and making recommendations to Council

Tender Committee

The Committee's responsibilities include –

- reviewing tenders and expressions of interest for all procurement activity in excess of the University's procurement thresholds
- reviewing the assessments undertaken by the Bid Evaluation Committee for all tender responses and where required:
 - » query discrepancies
 - » requests supporting documentation, more information or clarification
 - » review recommendations provided by the Bid Evaluation Committee for all tender processes and amend, reject or endorse recommendations
- providing recommendations for all responses to tender

Senate

The Senate advises Council on all academic activities, enabling it to control and manage all activities of the University.

Conflict management, worker and student participation and ethics

The University's grievance procedure manual facilitates conflict resolution among members of staff. The Code of Conduct and Code of Ethics also facilitate good working relationships among staff members.

The University relates to staff members through their staff structures in their various categories – academic, administrative and service staff representatives. Students have the Student Representative Council cabinet which interacts with management on a regular basis. The cabinet is represented on the Council, on the Student Affairs Committee and on other academic and administrative structures.

Academic division



“Student data and statistics aimed at supporting performance evaluations were the order of the day.”

*Prof Xikombiso Mbhenyane -
Deputy Vice Chancellor:
Academic*





DURING THE 2011 ACADEMIC YEAR the division was planning for online registration to ensure that students do their registration from wherever there is internet access and significant progress was made using MyAccess to achieve this objective.

One of the ever increasing problems facing the University was data quality, leading to over claiming of subsidy.

To eliminate this, controls on total Full Time Equivalent (FTE) credits enrolled for were set successfully, disabling over-enrolment of credits. This improved the quality of data in terms of FTE ratio to student enrolments.

A number of system controls were developed to improve on student records and reports as well as compliance to rules and regulations. To reduce and eliminate human errors, automated checks through local software were developed and proved very useful.

The introduction of lecturer iEnabler led to doing away with manual handling of marks towards online processing. A major improvement related to examinations was to ensure that re-examinations are taken immediately after the release of main examinations results.

We have not fully eliminated examinations at the beginning of the year and special examinations due to a delay in finalising results caused by, among others, examiners, both internal and external. Examinations were conducted as per approved year plan while supplementary exams were scheduled immediately after the main exams.

In the reporting year requests from management and staff for student data and statistics aimed at supporting performance evaluations were the order of the day. These requests, added to the usual provision of statistical information to the Department of Higher Education and Training for funding of main, clinical and foundation programmes.

After the report on the institutional audit, with recommendations and commendations, improvement plans required more data statistics to justify some critical arguments. Academic Administration was instrumental in most of the commissions charged with crafting the Council on Higher Education's Higher Education Quality Council audit improvement plans.

The division continued to be a source of guidance in application of rules and regulations affecting student enrolments and qualification awarding. Almost all programme modules were factored with pre-and co-requisites, eliminating students from registering modules before passing required modules.

Student enrolment planning was well managed when the total number of students gradually decreased to be within the 11 000 cap.

The division entered into agreement with Higher Education SA's Matriculation Board to obtain national senior certificate results electronically for assessment and admission purposes.

The data assisted well in identifying fraudulent cases that have since been reported. Planning was also made to automate the matching of such results with applications in future.

Prof Xikombiso Mbhenyane

Deputy Vice Chancellor: Academic



School of **Agriculture**



“The School of Agriculture was involved in no less than 29 research projects.”

Prof Ainamensa Mchau - Dean





IN THE REVIEW YEAR CAREER FOCUSED PROGRAMMES of the Department of Family Ecology and Consumer Sciences were introduced – the Diploma and Advanced Diplomas in Food Resource Management and the Diploma and Advanced Diplomas in Clothing Production Development, were approved by the University Council. Two programmes – the Diploma in Food Resource Management and in Clothing Production Development have been submitted to the Department of Higher Education and Training for registration and accreditation.

Teaching and learning

The revised BSc curriculum will be implemented in the 2012 academic year. The new Agribusiness programme has been submitted for registration and accreditation.

Two staff members completed their PhD and masters degree, while another obtained registration as an assessor with the FoodBev SETA.

Research and innovation

In the year under review five staff members attended the combined congress of the South African Society of Crop Production, the Soil Science Society of South Africa, the Southern Africa Society of Horticultural Sciences and the Southern African Weed Sciences Society with one receiving an award for best poster.

Staff members published in about 20 accredited publications, while staff members attended and/or presented at about 40 national and international conferences and workshops. Twelve forestry students attended the International Forestry Students Association's Southern African Regional Meeting at the Nelson Mandela Metropolitan University.

In the year under review the school was involved in no less than 29 research projects, varying from the valuation of cassava genotypes for adaptation to the dry environments of Limpopo and Mpumalanga, the role of chickpea in small-holder cropping systems in diverse dry environments, zinc nutrition in maize and the effect of limited time feeding during the starter and grower periods on the growth performance of broiler chickens.





Partnerships, linkages and international relations

With a delegation of the Vhembe District Municipality and the Madzivhandila College of Agriculture I did a benchmarking visit in India during which a memorandum of understanding was signed with the Junagadh Agriculture University. The Chinhoyi University of Technology in turn visited Univen with a view on collaborative research projects.

I also accompanied the vice chancellor and the premier of Limpopo to the 7th CII -EXIM Bank Conclave on India-Africa Project Partnership in New Delhi, India.

Memorandums of understanding were signed with Unisa and the Nelson Mandela African Institute of Technology, while the Department of Plant Production established a new linkage with Bayer Crop Science. Joint appointment/co-supervision of postgraduate students continued with the

universities of Limpopo, KwaZulu-Natal and Unisa and the Agricultural Research Council. Professor Jideani participated in the ISEKI Food 3 and ISEKI Mundus 2 projects and the international ISEKI conference in Milan.

The Department of Plant Production in collaboration with the Agricultural Research Council-Roodeplaat Vegetable and Ornamental Plant Institute hosted a Farmers Field Say at the school's experimental farm.





Community engagement

The school continued participation in various community projects. These included the Muyexe National Development and Masia Royal Trust Poverty alleviation projects, Farmers Field Days, demonstrating new technologies in cassava, chickpea and pigeon pea farming, the Fulfhelo Floriculture Multi-disciplinary project and the Vhembe Skills Development and Training project in Giyani on food preservation and preparation.

The Department of Plant Production, in collaboration with the Agricultural Research Council-Roodeplaat Vegetable and Ornamental Plant Institute is involved in a project to produce disease-free orange-fleshed sweet potato vines for local sweet potato farmers.



School of Education



“Work on the mathematics tracking research project progressed well with data collected and analysed.”

Dr Peter Mulaudzi - Acting Dean





THE NEW POLICY ON THE MINIMUM REQUIREMENTS FOR TEACHER EDUCATION QUALIFICATIONS gives the School of Education the opportunity to introduce a Bachelor of Education in Intermediate Phase and the Postgraduate Certificate in both the foundation and intermediate phases. These are layers of teacher qualifications the school has not offered since its inception.

The school is well on track with the redesign of the new programme which should be completed by June 2014. Currently the school is converting all teachers' qualifications to the new policy.

The school enrolled 2 072 students in the reporting year, among others 19 for PhDs, 85 for MEd degrees and 1 499 for BEd degrees.

Univen pre-school

The pre-school had 86 learners in 2011 and 25 graduated during the year.

School management and leadership programme

The programme was offered in two sessions with 99 and 139 students respectively.

Research and innovation

The Department of Early Childhood Education work on the mathematics tracking research project progressed well with data collected and analysed.

The school's Dr Marishane published a book 'School Leadership in Changing Context: A Case for the School-based Management', while Dr Mutshaeni produced a series of six foundation phase life skills books for grade 1 to 3.

Community engagement

Staff members participated in the Nelson Mandela Day celebrations, doing presentations at the Matatshe Correctional Prison.

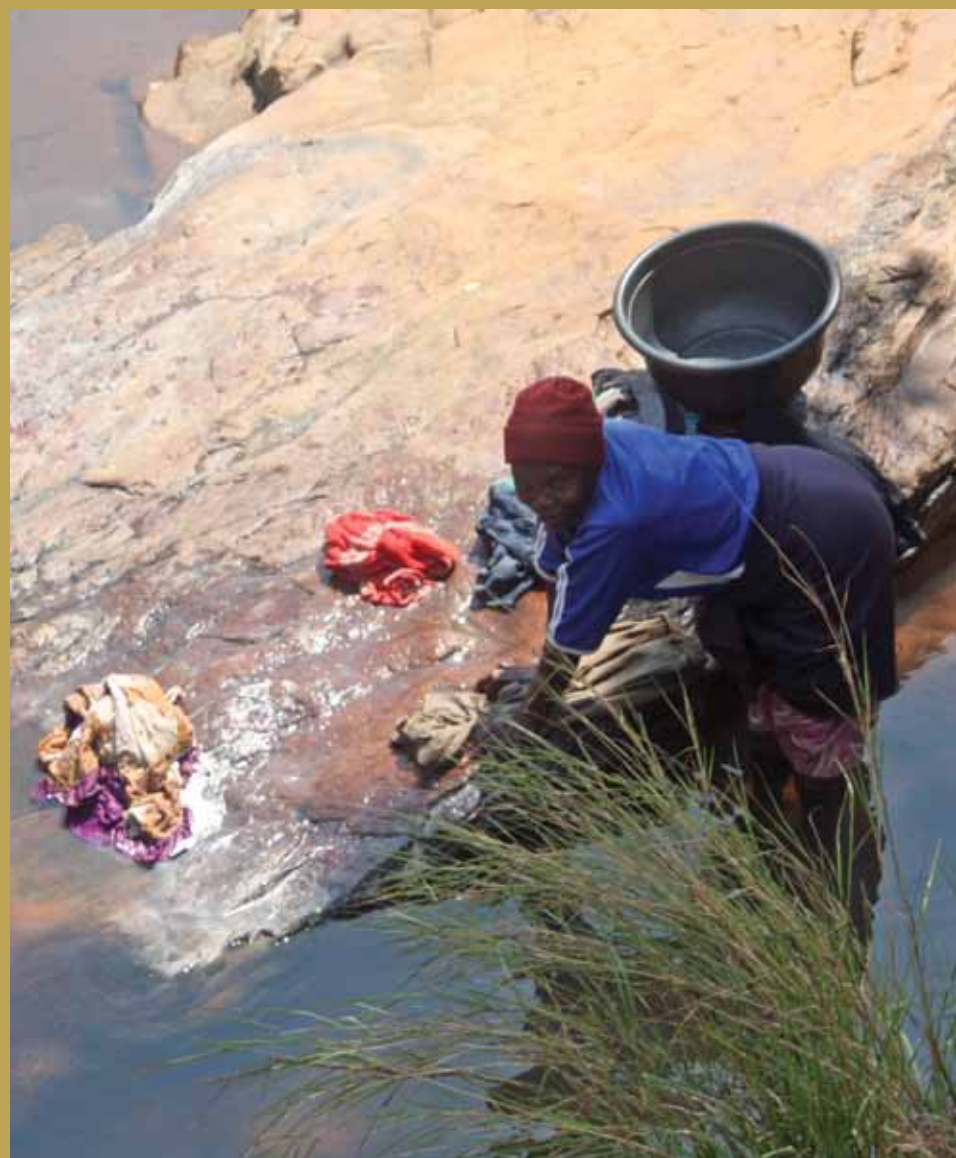


School of **Environmental Sciences**



“The number of funded research projects increased with more than 15 percent.”

Prof Jason S Ogola - Dean





DURING 2011, THE SCHOOL OF ENVIRONMENTAL SCIENCES

was instrumental in the signing and implementation of various memorandums of agreements and understanding. These include the one with the China Coal Technology and Engineering Group, the China University of Mining and Technology-Beijing on the mining engineering programme and capacity building, one with the Danish Hydraulic Institute on hydrological and hydraulic software usage; and the one with the Capricorn District Municipality for the training of officers, traditional leaders and councillors in geo information systems and urban planning. A memorandum of understanding with the Department of Mineral Resources led to eight bursaries to mining and geology students. The Mining Qualifications Authority is sponsoring two junior lecturers and 34 bursaries to students in the Department of Mining and Environmental Geology. The Botswana Consulate General sponsored a number of the Botswana students in the school.

Negotiations are underway with the Engineering Council of South Africa regarding a programme in mining engineering. Relationships with the Applied Center for Climate and Earth Systems Science and the South African National Space Agency were enhanced. In the year under review the school continued collaborative research with the University of Applied Sciences, Ostwestfalen-Lippe in Germany, the German Volkswagen Foundation, the German Academic Exchange Service and the Agricultural Research Council.

The school graduated 404 students - 366 in undergraduate programmes, 20 honours and 18 diplomas. The graduation rate improved from 27,8 percent in 2010 to 28,1 percent in 2011.

Teaching and learning

The extension to the Environmental Sciences building was completed. The extension has ten offices, a computational, postgraduate and analytical laboratory and an auto-card studio.

The school undertook various study tours. These included a 4th year mining student study tour to the De Beers exploratory Kimberlite drilling site near Potchefstroom and a 2nd and 3rd year mining students field study at the Sagole Spar and in Barberton. The 3rd and 4th year planning students conducted field work at the Tshwane and Ethekwini Metropolitan municipalities and the 3rd

and 4th year environmental sciences students conducted fieldwork at Lapalala and Lajuma. The school's programmes of Earth Sciences in Hydrology and Water Resources, Earth Sciences in Mining and Environmental Geology and Ecology and Resource Management were submitted to the South African Council for Natural Scientific Professions for evaluation with positive results. Its curriculum review of its professional programmes was submitted to the Higher Education Quality Committee for alignment. Two staff members completed their PhD and masters degrees each.

Research output

The number of funded research projects increased from 13 in 2010 to 15 in 2011 - a 15, 4 percent increase. Research funds increased with 76, 3 percent from R 858 200 in 2010 to more than R1,5 million in 2011. The school had two rated researchers – one each in category B and C2. The number of publications in referred journals and proceedings and book chapters was 61 in 2011, compared to 26 in 2010.

Community engagement

The school continued its research work in the Nzhelele-Makhado area on water quality and erosion, and in the Lwamondo area on the conflict between wildlife and humans.



School of Health Sciences



“The School of Health Sciences published 74 articles in accredited journals, both national and international.”

Prof Base Khoza - Dean



THE SCHOOL OF HEALTH SCIENCES' Department of Nutrition underwent evaluation by the Education Committee of the Professional Board for Dietetics for its nutrition training programme. A self-assessment report for the accreditation of the Bachelor of Science in Nutrition has been submitted and preparations with respect to activities such as mobilisation of students and informing the clinical facilities were well coordinated.

Teaching and learning

In the reporting year the school's Departments of Psychology and Nutrition conducted a workshop on problem-based learning at the Eduardo Mondlane University in Mozambique. One of the activities was to orientate, introduce and support that university's Department of Psychology on curriculum design and implementation. It is expected that this support will complement the activities of the core group trained in Maastricht, contributing to a better understanding and implementation of problem-based learning.

Staff development and training

Drs Ramathuba, Mudhovozi, Nemathaga, Maluleke and Goon successfully complied with the requirements for the Doctor of Philosophy 2011.

Community engagement

In international Mental Illness Month – July – the school arranged a seminar in collaboration with the Vhembe District mental health forum for mental health professionals. Psychiatrists, medical practitioners, clinical psychologists, nurses, social workers, occupational therapists, physiotherapists, trauma counsellors and psychometrics attended.



Activities to commemorate the 2011 Global Physical Activity Day included a lecture, a walk and bicycle ride on campus. This created awareness about the value of physical activity and the need to curb the incidence of hypokinetic problems.

Research and innovation

In 2011 the school published 74 articles in accredited journals, both national and international.

The school hosted its national health conference themed 'Break the chains: excellence in health care', with delegates from, among others, the universities of Pretoria, North-West, Zululand and the Witwatersrand, Universities of Technology and government hospitals and clinics. Twenty staff members presented papers and 28 oral papers and ten posters were delivered.

Thirteen staff members read papers at international conferences and 24 at national conferences.

Linkages, partnerships and internationalisation

An agreement between Univen and the South African National Defence Force regarding the training of student biokineticists was reached. A memorandum of understanding will cement the relationship on the training and the use of the force's biokinetics centres and sites in Limpopo and Mpumalanga as training venues.



School of **Human and Social Sciences**



"The School of Human and Social Sciences hosted the 2011 International Society for the Oral Literatures of Africa conference."

Prof Mokgele Makgopa - Dean





IN THE YEAR UNDER REVIEW, three staff members, received funding from the National Research Foundation to finalise their PhDs registered with the University of Stellenbosch. Dr Babane completed his doctoral studies in education with Unisa. Drs Hlungwane and Netshisaulu completed their studies, Ms Nandi Cedrol Mhethwa received a BA Honours in siSwati - the first student to graduate in siSwati in the history of the University of Venda.

Research and innovation

Staff member Ms Phiri co-authored two books with staff members of the Tshwane University of Technology, Ms M Mabika published a book while Dr Manase and Mr Mapaya published articles in peer reviewed and accredited journals.

The school hosted the regional conference of the Southern African Folklore Society, themed 'Rethinking Folklore in the 21st Century'.

A total of 80 papers were presented, 26 by students and staff from the school. Accepted papers will be published in a special issue of the peer reviewed and accredited journal of the Southern African Folklore Society in 2012.

The school also hosted the 2011 International Society for the Oral Literatures of Africa's regional conference themed 'Re-thinking folklore in the 21st century'.

A total of 33 papers were presented by students and staff from the school. Some of the papers will be published in the peer reviewed and accredited journal of the Southern African Folklore Society.

Five staff members received the Vice Chancellor's Award for Excellence in Research.

Community engagement

The Deputy Minister of International Relations and Cooperation, Ebrahim Ismael Ebrahim delivered a lecture themed 'The rationale behind South Africa's support of the UN Security Council Resolution 1973 on Libya'.

During the year under review the university signed a memorandum of understanding with the Manala Royal Council in Kwa Mhlanga. The aims are to teach isiNdebele as well as to rewrite the history of amaNdebele.

Linkages, partnerships and internationalisation

Professors Seunghun Lee and Elizabeth Selkirk of the Central Connecticut State University and the Massachusetts University – both engaged in research into the Xitsonga language - invited the school's Ms Burheni through the MER Mathivha Centre for African Languages, Arts and Culture to an exchange programme.



School of Law



“The School of Law mentored the national co-winners of the National Schools Human Rights Moot Court competition.”

Ms Annette Lansink - Dean



THE SCHOOL OF LAW ENROLLED 1 303 STUDENTS FOR DEGREES IN LAW AND CRIMINAL JUSTICE. During the review year, the school aligned programmes and qualifications to the Higher Education Qualifications Framework, while the LLB review was also finalised.

The new streamlined Bachelor of Laws programme has been benchmarked extensively and made operational for first entering students from January 2012 onwards. Staff members contributed to the Univen improvement plan of the institutional audit report, the strategic plan review and the Higher Education Quality Forum alignment of programmes.

I championed a broad-based Univen task team on xenophobia, sexism and other manifestations of intolerance, which developed a plan of action to respond to the Higher Education Quality Council institutional audit report.

Other highlights include national and international activities and the implementation of a successful partnership with the Centre for Human Rights at the University of Pretoria and leading universities on the continent.

The LLM programme 'Human Rights and Democratisation in Africa' is a unique and competitive programme presented by the centre in conjunction with faculties of law in Benin, Ethiopia, Egypt, Cameroon, Mozambique, Senegal, Ghana, Nigeria, Uganda, the University of Venda and the University of the Western Cape.

Teaching and learning

The school has augmented its admission criteria and has been able to attract good undergraduate students, particularly in LLB.

In the year under review the school participated in various national moot court competitions, including the Lexis Nexis Criminal Law Mock Trial competition and the Kovies Family Law Moot Court competition. Students also participated in the international African

Human Rights Moot Court competition locally in Pretoria. This involvement is aimed at honing students' practical legal skills and enhancing their ability to compete favourably with their peers.

Research and innovation

Various staff members delivered papers at national and international conferences in Argentina at the International Association of Law Schools Conference in Buenos Aires, France, Italy and Hong Kong.

Staff members were also recognised as active researchers through the Vice Chancellor's Excellence in Research awards.

Community engagement

In 2011 the school trained and mentored students from Thengwe High School at Mutale in the Vhembe District who were participating in the 1st National Schools Human Rights Moot Court competition for grade 10 and 11 learners.

The final round was argued before the judges of the Constitutional Court. Thengwe High School became Limpopo's provincial winner as well as the national co-winners of the essay competition.

Mr Mawila continued his invaluable community service by presiding in the Small Claims Court in Thohoyandou, Malamule and Dzanani. The Law Clinic facilitates experiential learning for law students. It provides legal services to local needy people and practical legal training and community outreach activities for senior law students.

Partnerships, linkages and internationalisation

In the year under review, the partnership contract between Univen and the Centre for Human Rights at the University of Pretoria in the LLM programme 'Democratisation and Human Rights in Africa', was officially signed. Two international LLM students - Ms Lubaale and Mr Buabeng-Baidoo - joined the university for their internship and dissertation writing.

Ms Lubaale won the Kéba M'Baye Prize, awarded to the student with the highest marks in his or her dissertation and Buabeng-Baidoo, who was awarded the third highest dissertation mark, won the Ubuntu prize.

The school hosted American Professor Drucilla Cornell who delivered a public lecture on the Constitutional Court's Judgment in the Shilubana case. Her book 'Images of Freedom' had been awarded the 2007 Franz Fanon prize. A top law graduate of the School of Law, Muluka-Anne Miti, addressed the law students on her work at Amnesty International in London as human rights researcher responsible for Portuguese and Spanish speaking African countries.

The school also hosted guests from Legal Aid South Africa and the Constitutional Court as part of an ongoing recruitment drive. Adv McCaps Motimele SC, Chair of the Pretoria Bar, and Adv Thami Ncongwane SC, Chair of Advocates for Transformation, visited the campus to explore the possibility of instituting an annual scholarship scheme for the best LLB student. The school is also working very closely with the locally based non-governmental organisation, Thohoyandou Victim Empowerment Unit.

International networking focused on exploring partnerships regarding problem-based legal education with the Faculty of Law at the University of Maastricht in the Netherlands and the Women and Law Centre in Harare, Zimbabwe.



School of **Management Sciences**



“The School of Management Sciences’ graduation rate increased with 31 percent.”

Prof Agyapong B Gyekye - Dean



IN 2011 POSTGRADUATE ENROLMENT AT THE SCHOOL OF MANAGEMENT SCIENCES INCREASED with more than five percent in 2011, while undergraduate enrolment declined to 16,7 percent.

The school's new career focused programme on Travel, Practice and Operations was submitted for Council on Higher Education accreditation, approval by the Department of Higher Education and Training and registration by the South African Qualifications Authority. The programme is scheduled for 2013.

To improve student success rates, the school implemented the university-wide and school specific selection criteria in 2011. Class attendance registers and head of department-class attendance reporting were also fully implemented. All these efforts were aimed at improving the school's success pass rate by two percent annually.

To improve student throughput and graduation rates, the school continued to implement the identification, documentation and provision of appropriate interventions to 'at risk' students. Factors like non-attendance of classes and tutorials, poor written communication and comprehension skills, non-purchase of text books and overcrowded venues were identified as the causes of students being at risk and thus adversely impacting on throughput and graduation rates.

As a result of these interventions the school's graduation rate increased from 18 percent in 2009 to 31 percent in 2011.

Improved quality of curriculum

In the reporting year the school reviewed and benchmarked the Business Information Systems, the Human Resource Management, the Labour Relations and the Tourism programme.



Capacity development of academic staff

A key target was for at least 20 percent of academics without appropriate qualifications to enrol for postgraduate studies. Nine staff members – 20 percent out of 41 percent did so. Five staff members enrolled for PhDs and four for masters degrees.

Various staff members attended training sessions like the African Doctoral Academy, the National Research Foundation's winter research school and at the IBM Africa Innovation Centre.

The school implemented a student assessment of staff instrument and developed an automated on line student assessment tool.

Building research capacity and increasing research output

In 2011, staff members received more than R3 00 000 towards research from organisations like the National Research Foundation.

To increase masters and doctoral output, external co-supervisors were recruited from universities like Pretoria, North-West, Fort Hare and the Tshwane University of Technology.

Postgraduate enrolment in the school increased significantly - honours enrolment by 128 percent, research masters by 16,6 percent and doctoral enrolment by 16, percent.

Staff members presented at no less than eight conferences – from Durban to the USA to Mauritius and Port Elizabeth - an improvement of 14 percent over the previous year.

Staff members also published in publications like the South African journal for Physical, Health Education, Recreation and Dance.

Community engagement

In the reporting year the school established a community project with the Thivhilaeli Secondary School in Manini, assisting with the teaching of English, Maths, Science and Business Studies.

Linkages, partnership and internationalisation

Achievements for 2011 include strengthening the existing partnership with BANKSETA with additional funding for a masters student research and continued research agreements with the North-West University in, for example, tourism.

New partnerships were entered into with the national Department of Tourism for collaboration in research and funding for postgraduate training and the provincial Department of Education for collaboration in the Limpopo Management Development Programme to train managers.

Cooperation with the Association of Certified Chartered Accountants and the Chartered Institute of Management Accountants were explored for placement of graduates.

Alumni activities

The newly established University of Venda School of Management Sciences Alumni donated an annual prize of R1 000 to the best performing student in the school.

Agape Chartered Accountants Incorporated donated an award of R1 000, for three years to the best performing student in BCom Accounting.

School of **Mathematical and Natural Sciences**



“The School of Mathematical and Natural Sciences’ PhD enrolment was the largest in the school’s history.”

Prof Jan Ernest Crafford - Dean



TOTAL ENROLMENTS IN THE SCHOOL OF MATHEMATICAL AND NATURAL SCIENCES INCREASED

to 1 040 in 2011. Of these, 140 students or 15 percent were enrolled for postgraduate degrees in the school's nine academic departments – an increase of 11 percent from the previous year. Students enrolled for masters and PhD degrees increased to 37 and 16 respectively, from 31 and 11 in 2010. The current PhD enrolment is the largest in the school's history.

Teaching and learning

The school set itself the target of increasing its pass rate to meet the national norm for science and technology subjects at tertiary level to 75 percent. Through a dramatic increase in the use of internally funded tutors and National Research Foundation-funded interns to enhance teaching and learning in large classes, especially at first year level, and continued capacity building of staff involved in the teaching of these classes, the pass rate improved to 66 percent in 2010 and 72 percent in 2011.

In addition, the school's graduation rate, which had improved from 11 percent in 2008 to 20 percent in 2010, was maintained at this level, approaching the national norm of 23 percent. To also improve throughput rates, the strict adherence to approved selection criteria for first-entering students, and the consistent application of exclusion rules for continuing students, which commenced in 2010, was maintained.

In the reporting year three PhD's were produced, two in the Department of Microbiology and one in the Department of Chemistry. Another milestone was reached with the first female student ever to graduate with a masters degree in Physics. Ms Sophie Mulaudzi, who is also a lecturer in the Department of Physics, will continue with her PhD studies in Physics during 2012.

Of the 56 academic staff members in the school, 24 or 43 percent have PhD degrees. A further thirteen staff members, of whom three are women, are currently enrolled for their PhD degrees.



The school developed a career-focussed Diploma in Freshwater technology, which has been submitted for Department of Higher Education and Training approval and accreditation.

Research and innovation

During the year under review another staff member received a favourable National Research Foundation rating, with Prof Winston Garira joining the four other rated researchers in the school. Of the eleven rated researchers at Univen five reside in the school with another two researchers applying for National Research Foundation ratings during 2011.

The school scooped up most of the Vice Chancellor's awards for Excellence in Research, being awarded the School with the most active researchers, the school with the highest number of externally funded research projects and the school with the best research output in 2010.

Community engagement

The major thrust of the school's community engagement remains the Vuwani Science Resource Centre.

Nearly 10 000 learners visited the centre in 2011, compared to 7 200 the previous year. National and international partners also increased significantly. The 'Warwick in Africa' mathematics outreach programme of the University of Warwick in the UK saw 12 trainee mathematics teachers placed in three under-resourced schools in the Vuwani area for five weeks. They also participated in the annual National Science Week activities hosted by the centre. A delegation from the University of Virginia in the USA also visited the centre to discuss future co-operative science outreach programmes.

The centre receives increasing recognition from the Department of Science and Technology, with a grant in 2011 of R360 000 for the establishment of an Indigenous Knowledge System Documentation Centre on its premises. In addition, donors and industry partners donated close to R500 000 as grants or goods, mostly computer equipment, for the improvement and expansion of the centre's outreach activities.

Linkages, partnerships and internationalisation

The school continued to play a major role in the successful partnership between Univen and the University of Virginia. In 2011 two guest professors from that university offered a short course in gene expression in the school. This collaboration received R1,5m in funding from the Department of Science and Technology.

The school's Department of Physics utilised specialised equipment at the CSIR for research and training purposes, while CSIR staff co-supervised postgraduate students in the department. In addition, the National Laser Centre at the CSIR developed two modules in optics and lasers for the honours programme in Physics, and will assist with offering these modules in the department.

Academic exchange between the University of Havana in Cuba and the school was funded by Univen's Academic Liaison Committee. An internationally renowned professor of Chemistry from that university offered short courses and seminars in computational chemistry.

With an increasing number of school-initiated memorandum of understanding with international partner universities, ensured that the school markedly increased its international exposure, relevance and profile during the reporting year.

Centre for Higher Education, Teaching and Learning



*“Nearly 1 700
students visited the
centre in 2011.”*

Dr Clever Ndebele - Acting Director



THE ACADEMIC DEVELOPMENT OF STAFF IS CENTRAL TO THE CENTRE FOR HIGHER EDUCATION, TEACHING AND LEARNING'S

strategy to improve throughput and graduation rates. Two of the centre's staff members enrolled for a two-year postgraduate diploma in Higher Education at Rhodes University. The qualification will enhance the knowledge and competencies of staff that offers professional development for academics as educators in higher education institutions.

Higher Education South Africa/Higher Education Leadership Management Fellowship

I participated in a Higher Education South Africa/HELM fellowship at the University of Johannesburg programme - including a customised tutor and writing skills programme and an academic preparation programme – to assure quality teaching and learning an online evaluation system for teaching modules.

Teaching and learning

In the review year the centre compiled a career guide for grade 10, 11 and 12 learners, trained students under the Magnet Student Survey, conducted a job search skills workshop for final year students and offered a graduate recruitment programme.

A total of 1 694 students visited the disability unit to, for example, write tests and exams, access the internet and to submit and collect learning materials. About 50 students were given counselling.



Twenty four 'at risk' students were assisted regarding improving their poor academic performance, ten students were provided with study skills guides, four students attended an academic skills workshop while 20 students attended supplemental instruction training.

Research and innovation

The Ethical Clearance Committee granted clearance for two research proposals and one project received R50 000 from the Research and Publications Committee to augment the National Research Foundation grant.

Workshops and conferences

In the review year staff members attended about 15 workshops and conferences, ranging from a workshop on learning disabilities in higher education, to service learning to the evaluation of child abuse allegations. An article 'Investigating the effectiveness of a study skills training programme' was published in the South African Journal of Higher Education and another 'Creating a good impression in a job interview' in Career Compass.

Community engagement

Dr Mathye was nominated by the provincial Department of Health as a member of the Vhembe District Mental Health Review Board.

A career exhibition at Makhado College attracted 2 970 grade 12 learners from 61 schools in Nzhelele East and West as well as from Soutpansberg East and West.

Staff members participated in the first Mental Health Research day held on campus. The centre partnered with the Limpopo Department of Agriculture to host an educational programme at the Setotolwane School for Special Education. The Disability Unit provided training on Kurzweill 1000 scanning software to visually impaired educators at Tshilidzini.

The Disabled Student Unit received a grant of R500 000 from the Univen Foundation for, among others, 20 electronic braille machines and covered walkways.



Research and Innovation Directorate



*“Univen was awarded
two South African
research chairs.”*

Prof Cheryl Nikodem - Director





IN 2011 THE DIRECTORATE OF RESEARCH AND INNOVATION OPERATED A BUDGET OF R9 000 000 TO SUPPORT RESEARCH RELATED ACTIVITIES, while an additional amount of R3,5m was allocated to the work study programme. The number of active researchers has increased from 124 in 2009 to 140 in 2010 and 167 for the reporting year.

A total of 14 staff members received PhD's with 111 out of 277 staff members holding PhD's. The rated researchers totalled 13. Senate has approved the appointment of special category researchers and the university is in a selection process to appoint five research professors.

Dr Pascal Bessong was awarded as best overall researcher during the Vice Chancellor's annual awards for Excellence in Research. About 150 researchers were awarded. Furthermore, Univen was awarded two South African research chairs - one in Biodiversity value and change in the Vhembe biosphere reserve and one in Communal land and rural entrepreneurship, with a grant value of R5m.

Teaching and learning

The directorate facilitated several workshops on matters like the implementation of the Research Information Management System, applying for Medical Research Council funding, National Research Foundation rating and access to funds for unrated researchers. A total of 34 staff members attended a workshop on postgraduate supervision and 19 researchers attended a journal article writing workshop.

Nearly 100 researchers attended national and international conferences and 20 people initiated new projects with support from the Research and Publications Committee funding. More than R4,73m were received for external projects and 115 staff members and students received more than R4,45m from the National Research Foundation. The Research and Publications Committee supported 62 masters and PhD students.

Research administration and data management

A database has been created to capture all projects, conferences, external and internal funds. A new filing system has been

implemented to assist with audit purposes and to ensure that risks are early identified and addressed. There is an increase in students who apply for funding to support their masters and doctoral studies. A control system has been implemented that allocate only portions of funds at a time to ensure progress reports are submitted regularly.

Linkages, partnerships, internalisation and community engagement

Cooperation with national and international funders and partners include those in the field of Microbiology, Mathematics, water and health, rural development and poverty alleviation, Environmental Sciences, HIV/AIDS, Education, English language development, Chemistry and postgraduate staff development.

The university also received international research scholars from the USA, Botswana, Mozambique and China.

Univen regards the cooperation with the Office of the Premier and the University of Limpopo, through the Limpopo Integrated Innovation Forum and the Limpopo Research Observatory as important partnerships.

The National Intellectual Property Management Office together with the Department of Science and Technology and DNABiotech offered workshops on the intellectual property rights from publicly financed research and development to ensure that researchers are becoming 'IP wise'.

The university also gained four National Research Foundation-rated researchers - Prof Gwata, Prof Jideani, Dr Garira and Prof Davis - all 3-C rated.

In collaboration with the Department of Science and Technology and the Human Sciences Research Council, the directorate hosted a workshop for the presentation of cutting-edge research papers.

This was to increase awareness among academics and students about developments in diverse themes of research in the field of human and social dynamics.

With Limpopo Integrated Innovation Systems the directorate held conferences to create a network of sustainable partnerships to enhance rural development innovation in Limpopo.

Community **Engagement** Directorate



“The directorate consolidated its footprint locally, regionally and internationally.”

Prof Vhonani Netshandama - Director





DURING THE YEAR UNDER REVIEW COMMUNITY ENGAGEMENT HAS CONSOLIDATED ITS FOOTPRINT locally, regionally and internationally for the university's knowledge co-creation, community education and training and public good mandate.

Highlights were the signing of a memorandum of understanding between Univen and the Vhembe District Municipality, the Mukondeni ceramic filter factory initiative and the launching of the Southern African Development Community for volunteer

programme development and management course in collaboration with an international nongovernmental organisation Voluntary Services Overseas. Nineteen participants from Univen and local nongovernmental organisation partners, Zambia, Zimbabwe, Malawi and Mozambique attended the course.

Collaborative activities with the Vhembe District Municipality included multi-stakeholder planning sessions to response to community needs in the field of farming, simple rural technologies, arts and rural innovation. Other stakeholders included the Madzivhandila College of Education, the Vhembe Further Education and Training College and the Small Enterprise Development Agency.

The directorate also co-hosted an investors conference for local and Indian businesses to explore joint business ventures in the field of renewable energy.

Workshops and conferences

I delivered various key note papers, ranging from 'Participatory action research in Higher Education Community Engagement, in South Africa' at the Mangosuthu University of Technology in KwaZulu-Natal, to 'Local knowledge systems as pathways for community development: The role of universities' at the Indigenous Knowledge Systems conference at the University of the Free State.

The directorate also co-hosted an investors conference for local and Indian businesses to explore joint business ventures in the field of renewable energy.

Community partnerships

A memorandum of understanding was signed between Univen and the Manala Royal Council. The focus was to promote the teaching of Isindebele and heritage archiving. King Makhosonkhe II of the Ndebele and Thovhele Tony Ramabulana Mphephu of the Dzanani Royal Council attended the signing ceremony.

The directorate coordinated the activities of the 67 minutes of community service to commemorate international Mandela Day and to continue to instil a culture of selflessness to students, staff and the community.



Library Services



“The Univen library is an active learning centre for student-centred teaching and learning.”

Ms Mushoni Mulaudzi - Director





THE BUILDING WAS TURNED INTO A MODERN LIBRARY - an active learning centre that caters for student-centered teaching and learning approaches during the period under review. New features include a new training room, laptop counter and group work rooms fitted with the latest information communications technology.

A total of six light-emitting diode screens were installed on both floors of the building. These will be used for training, promoting library services and resources, as well as communicating with library users.



Library support to teaching and learning

An off-line circulation module of the Millennium system was installed which drastically reduces system down times and further enhance the circulation service.

The book collection continued to grow with the addition of 3 102 volumes. A comprehensive information literacy programme was developed which address the challenge of academically underprepared students. Past examination question papers dating back to 2008 were digitised.

Library support for research and innovation

Five new databases were added, increasing the number of full-text electronic journals by 3 890 titles. A total of 90 academics were trained on Turnitin.

Community engagement

Professional assistance and advice to libraries in surrounding communities like the Tshiawelo Secondary School continued in the review year.

Nearly 800 books were donated to correctional Services in Matatshe and Kutama Sinthumule and to Tshakhuma Youth Career Development.



Institutional **Planning** and **Quality** Assurance Directorate



“The directorate developed a data base for all programmes and qualifications.”

Prof Thina Ngobeli - Director





FOCUS IN 2011 WAS ON THE ALIGNMENT OF PROGRAMMES TO THE HIGHER EDUCATION QUALIFICATIONS FRAMEWORK, the review of the 2009 – 2013 strategic plan, programme development and the development of the Higher Education Quality Committee improvement plans in response to the 2010 institutional audits.

Higher Education Qualifications Framework alignment of programmes

The Council on Higher Education mandated all institutions of higher learning to align their existing programmes and qualifications with the Higher Education Qualifications Framework.

A data base was developed for all the existing programmes and qualifications and the programmes categorised according to the council's criteria.

Univen's 188 programmes were categorised and submitted to the Higher Education Quality Committee.

2009 – 2013 strategic plan review

Factors in the 2009 - 2013 strategic plan that had to be taken into consideration were, among others, the improved research output and new government policies that have to be implemented.

Other factors included the fact that some of the envisaged plans had not yet materialised, some key performance indicators had been overtaken by events and some targets had not been implemented.

The review process had to come up with an updated strategic plan, with unreach targets being rolled over, some adjusted, some left as they are and some additions.

The revised plan was communicated to all members of the university community for input, then presented to Senate for approval and then presented to Council.

Higher Education Quality Committee improvement plans

Following the commendations of the 2010 Higher Education Quality Committee audit, Univen compiled improvement plans to address the issues.

The plans were handed to the committee in September 2011.

Programme development

The directorate developed a flow chart on programme development to assist academics when developing and submitting programmes.



Operations division



“The division provides a campus environment where staff and students can be productive and feel safe.”

*Dr Jannie Zaaiman
Deputy Vice Chancellor: Operations*



THE OPERATIONS DIVISION IS RESPONSIBLE FOR PROVIDING PROFESSIONAL SUPPORT SERVICES to the university. The 2011 business plan of the division has been compiled and executed based on lessons of experience over the past few years and expectations from our clients in the academic division. During 2011 the division moved beyond its previous accomplishments and concentrated its efforts and attention in several current and new areas. Surveys were undertaken to identify areas of improvement and corrective action plans were introduced.

During the 2011 academic year the division was planning for online registration to ensure that students do their registration from wherever there is internet access. This was achieved - online registration is a reality. Students can now register through MyAccess from every part of the globe subject to certain conditions having been met.

The division continued to provide a campus environment where staff and students can be productive and feel safe. The division reviewed a number of policies to ensure compliance to the best practice. A number of benchmarking trips were also undertaken.

Specific attention was given during 2011 to Risk Management and Occupational Health and Safety. A transformation document for Univen was also drafted and is in the process of in depth deliberation by the University Community.

The Division drafted a comprehensive Infrastructure master plan for the university. Significant infrastructure was added to the university's building portfolio. Site meetings are conducted monthly. These meetings report into the Project Board meetings which meets on a monthly basis and the report from this committee is submitted to the Finance Sub-Committee of the Board. At the same time annual reports are submitted to the Minister of Higher Education on the use of these grants and the allocation of the interest earned on the monies received from the Department. Due to the unreliable water supply to the Univen campus and the need for sufficient water storage for fire fighting purposes, construction commenced on an additional 2,1ml water supply to augment the current 0,5ml water capacity. This will help compliance with basic fire fighting regulations.

An additional 13 new standby generators, varying from 100KVA to 600KVA, were installed to complement the current three standby generators. A major electrical reticulation upgrade was completed and the power factor generation room commissioned.



50 percent of lecture halls and laboratories were equipped with liquid crystal display projectors.

Bandwidth to the campus increased from 8MBPS to 30MBPS and will increase to 300 MBPS by November 2012, greatly assisting researchers. A wireless campus was also introduced and the entire campus now has wireless access to those who register on the system. The bandwidth on this system will be increased further in 2012.

Performance management has been introduced to section head level. A total cost to company system has also been put into use and remuneration benchmarking is done with the RemChannel surveys.

Since 2008 the number of desktop computers on campus has increased more than three-fold - from 400 to 1 400 and the number of laptops from 0 to 430. This has made a significant contribution in the increase of computer literacy on campus.

In the year under review the Risk and Security Department rendered the campus safe. The new central control room has been commissioned and provide a 24/7 view of activities on campus. Key control has now also been centralised with Security.

For the first time a comprehensive budget conference was held in 2011 when all schools and departments were required to submit and defend their respective 2012 budgets. This process provided proper insight in the budget process and contributed towards ownership of the 2012 budget by all stakeholders.



Department of **Information Technology Services**



*“Univen is on the
priority list for
the installation of
SANReN.”*

Mr Joel Vele - Director



Upgrade of bandwidth capacity

In 2011 Telkom upgraded the university's bandwidth from 8 megabits per second to 30 megabits per second, using synchronous digital hierarchy equipment.

Higher Education South Africa announced that the Department of Higher Education and Training will fund the Rural Campus Connection project. The project connects rural university campuses to the high-speed South African National Research Network (SANReN), which will enable Univen to connect to the SEACOM cable, providing high-speed connectivity at a lower cost.

The university is on the priority list and the estimated project completion date is November 2012. Two wireless connections will be built, connecting the university of Venda to the SANReN backbone and will increase the speed tenfold.

The university community will benefit through faster connection speeds and improved bandwidth capacity when accessing the internet and other remote sites at a lower cost. It will also facilitate and enable collaborative research, smaller niche research and research requiring advanced computing.

The project is managed by Tertiary Education Network (TENET), a non-profit organisation that manages the network connection to London and the fibre ring that connects universities in South Africa.

The department installed a dedicated four-core fibre cable between the Sports Hall and the computer room to connect the university network to the SANReN wireless backbone.

Computer network cabling

In the review year cabling of offices in the new student administration building was completed. A total of 156 UTP points have been installed in different offices and in cubicles. To ensure reliable network connectivity, redundancy was built by duplicating

network points in the offices. This architecture provides a network with high levels of availability. An eight-core single-mode fibre cable was installed to seamlessly connect the building to the computer room. Cabling in the library was completed, also allowing students to connect their laptops.

Telephone system in the new student administration building

A total 44 telephone extensions were installed and the system has been linked to the university switchboard.

Registration in the auditorium

The department installed a simple network solution in the auditorium for registration purposes. The network consisted of 40 workstations with 20 workstations dedicated to online registration.

Library computers

A total of 237 personal computers were purchased for the library. These computers will be used for online catalogue search and to train students and staff. Students and staff will be able to access the internet and perform searches on the library's offsite resources like electronic journals and databases.

Rolling out the information technology system integrator

The department rolled out the information technology system integrator, making it available to all users in various administrative and academic departments. The upgrade involved upgrading the hardware Oracle database server and the application server.

Installation of recording equipment in the Council Chamber

The system consists of table-top microphones, speakers, presentation points and a recorder and it is seamlessly integrated into the old audio-visual system. It assists committees by recording meetings that could be downloaded to computers. The system also improves communication during meetings and interviews.

Upgrade of Fortimail

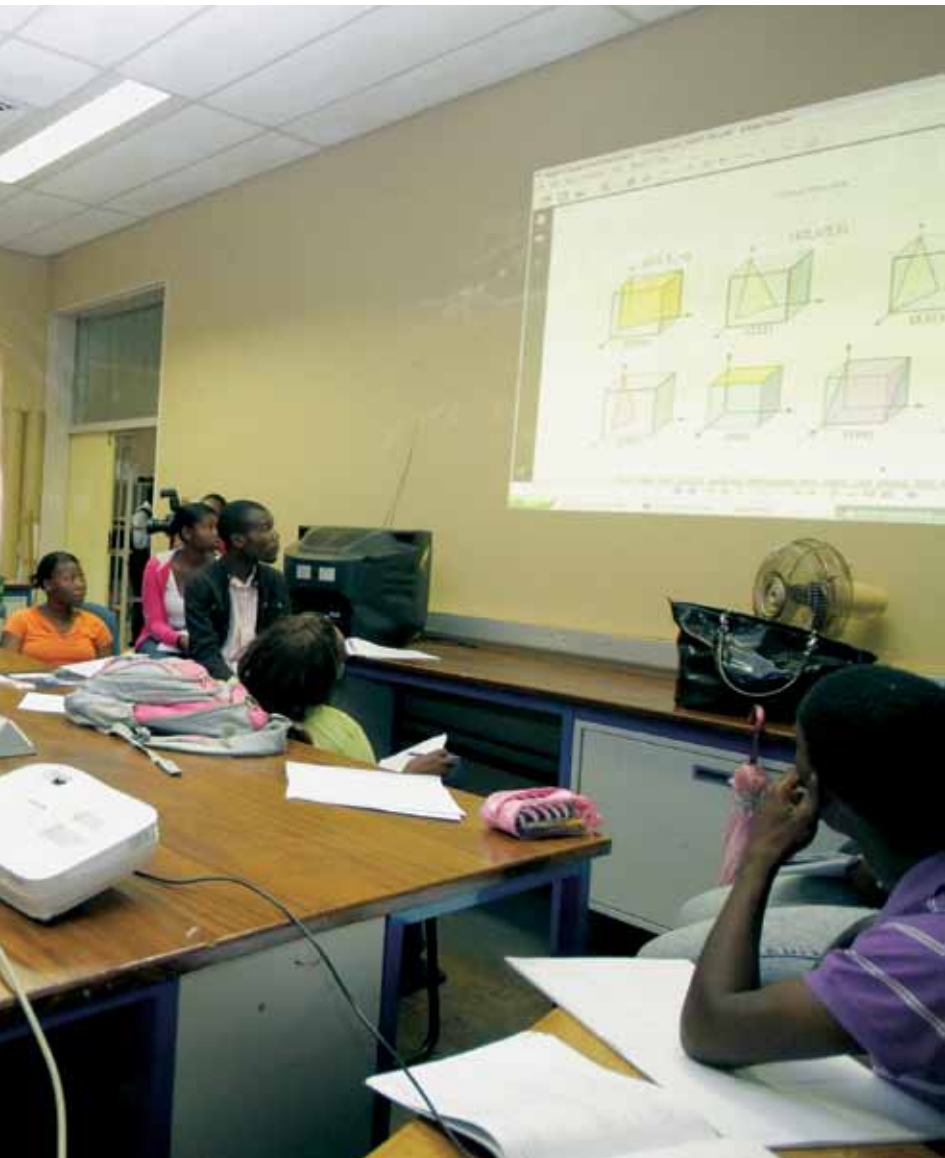
The Fortimail appliance has been upgraded to Fortimail 100c. The device is used for network security by preventing spam, any other malware and other message-borne threats. The device has 1000mbps interface and is compatible with the upgraded bandwidth without adding another level of complexity.

Operations Risk Assessment Programme

The department held a workshop on the Operations Risk Assessment Programme engagement with Microsoft to ensure that services are operated, monitored and supported to meet user-expectations. A full assessment was conducted and the department is busy implementing the findings and recommendations.

Upgrade of computers in student laboratories

All student computer laboratories have been upgraded to Windows 7 to bring all workstations to the same level of operations.



Department of **Human Resources**



“All senior and executive managers signed performance agreements.”

*Mr Justice Tshililo Manenzhe -
Director*



THE DEPARTMENT OF HUMAN RESOURCES
CREATES AND MAINTAINS an enabling and
conducive working environment in which staff
contributions are valued and rewarded – the only manner to attract
and retain suitably qualified and experienced staff in a competitive
job market.

Recruitment

In 2011 the department recruited 36 staff members –

Position	Gender		Nationality	
	Male	Female	SA	Non-South Africans
Professor	5	-	4	1
Emeritus professors	-	-	-	-
Postdoctoral research fellows	2			2
Visiting scholars	4		1	3
Associate professor	4	-	3	1
Senior lecturer	2		2	
Lecturer	1	2	3	
Junior lecturer	3	1	4	
Academic support staff	2	10	12	
TOTAL	23	13	29	7

The department is facing a challenge in the processing of work permits for foreign staff. To minimise the delays, the university has engaged an immigration consulting to assist.

During the year under review the department has submitted the Employment Equity Plan for 2010-2013 to the Department of Labour for approval.



New policies, compilation of a skills audit, review of assessment criteria for appointment of academic and administrative staff

These policies were approved by Council -

- Policy on Induction and Orientation Programme
- Policy on Recognition of Outstanding Work Performance
- Policy on Private Work
- Policy on Recruitment, Selection and Placement of Staff

Performance evaluation of senior and executive management

Since 2008 all senior and executive managers signed performance agreements and are now appointed on a five-year contract which is renewable, subject to satisfactory performance. The university successfully implemented its second performance evaluation during the year under review, also now cascaded to middle level managers.

Total cost to company

The department consulted with internal structures, culminating into an implementation agreement of a total cost to company structure from 1 July 2011.

University of Venda Provident Fund

Following a compliance visit by the Financial Services Board, a submission was made to Executive Management Committee to approve the benefit (5 x annual salary) be distributed to the deceased nominated beneficiaries in terms of the instruction on the nomination beneficiary form signed by the members. The implementation date was 1 March 2012.

Employee Assistance Programme

Service provider ICAS has been appointed to render an employee assistance programme for rollout in 2012.

Staff development

During the year under review 35 academic staff members attended training facilitated by Rhodes University. Twenty one interns were appointed under the National Research Foundation-Department of Science and Technology internship programme.



Department of **Facilities** Management



“Building projects to the value of more than R218 million were completed.”

Mr Hulisani Nesane - Director



Infrastructure development

Highlights for the Department of Facilities Management in the 2011 financial year include the completion of various building projects to the value of more than R218 million.

Department of Higher Education and Training infrastructure grant (2006 - 2010): R206 million + R9 million by Univen –

- New Life Sciences building R131,174 million (completed)
- New student administration building R24,735 million (completed)
- Refurbishment to library R18,053 million (completed)
- Four lecture halls R45,479 million (completed)
- Environmental Sciences building extension R18,415 million (completed)
- Renovations to Physical Sciences building R6,089 million

Department of Higher Education and Training funded projects (2010 – 2012): R77 million + R10 million by Univen –

- New female residence R41,351 million
- New School of Education R31,655 million
- New buildings for the School of Agriculture R25,839 million

Council funded projects (2010 – 2011): R 25,5 million + R10,364 million balance of the recovery funds –

- Upgrade of 40 houses R7,0 million (completed)
- Upgrade of students cafeteria R5,354 million
- Water upgrade R4,2 million
- Tarring of road R5,345 million (completed)
- New power factor correction room and equipment R3,410 million (completed)
- Repairs and renovations to existing electrical infrastructure R2,173 million (completed)



- Paving of new walkways and piazza at library R4, 052 million (completed)
- School of Agriculture (abattoir and piggery) R7 million
- New office complex R10,862 million

Council funded projects (2011 – 2012): R15 million –

- Additional water storage reservoirs R8,377 million
- Standby generators for main administration building, residences R11 003 million (completed) – The Department of Higher Education and Training contributed R1 million towards this project.
- The Foundation and Council approved the building of a campus clinic and an academic community training centre in 2012 by providing seed funding to the value of R10 million.

These audited reports were submitted to the Department of Higher Education and Training –

- Infrastructure and efficiency funding
- Teaching and research development grants

Regular project monitoring meetings are held, chaired by the Deputy Vice Chancellor: Operations.

Major renovations

During 2011 major renovations were completed -

Sports pavilion: The sports pavilion was repainted, lights repaired, floor tiles replaced, toilets and basins repaired.

Lost City residence: Renovations included painting of columns, roofs, ablutions and passages, lighting, plumbing and welding.

Other projects included the installation of prepaid power and water supply systems at all staff houses, the building maintenance student residences was outsourced to Munasi Construction while the grass cutting and gardening, also at staff houses, were outsourced to Ronpos Masters. The defunct standby generator in the Natural Sciences building was replaced and now also serves the Auditorium and A-block lecture theatres.

In the review year 15 interns were engaged under a SETA workplace agreement programme, capacitating building maintenance in-house teams to address staff and skills shortages.

Student Affairs



“Univen’s first-ever student senate established.”

Rev Simon Nedohe - Director



2011 WAS DECLARED AS THE YEAR TO IMPLEMENT THE STUDENT REPRESENTATIVE COUNCIL CONSTITUTION. For the first time in the history of the university a student senate was established and students had a seat on the Univen Senate.

Student parliament and policy review

The first Student Parliament discussed, amended and adopted various policies -

- Residence rules and regulations
- Student Representative Council election regulations
- Policy on student gatherings/demonstrations
- Policy on handling disruptive, threatening, or violent individuals on campus
- Policy on involuntary withdrawal from the university in special circumstances
- Policy on the liquor consumption on Univen premises
- Policy on student events
- Policy on sports
- Student Representative Council constitution

2011/2012 Student Representative Council elections

The 2011/2012 student representative’s election on 5 September was conducted by the Independent Electoral Commission. A total of 4 475 students casted their ballots, commission proclaimed the election as free and fair and it was accepted by all parties. The Student Parliament was also duly constituted.

Mr Mudau was the winning candidate. The ANC Youth League is the ruling party, Mr Matsheketshe is the Speaker of Parliament and Mr Mabasa the Deputy Speaker.

Participating parties -

ANCYL	got	1747	votes	and	have	4 seats
AZASCO	got	835	votes	and	have	2 seats
PASMA	got	281	votes	and	have	1 seat
SCO	got	467	votes	and	have	1 seat
YCLSA	got	558	votes	and	have	1 seat
SASCO	got	535	votes	and	have	1 seat

OR Tambo games 2011

In the review year Univen hosted the OR Tambo games and 1 200 students participated.

Campus Health

Campus Health constitutes three units - Primary Health Care, the HIV/AIDS Unit and Emergency Services. During the year under review, Campus Health provided primary health care services to 6 993 people, HIV counselling and testing to 2 762 people and transported 291 students to hospital.

The HIV prevalence rate was reduced from 1,93 percent to 1,88 percent. This is attributed to intensified awareness campaigns by staff and peer education programmes.

Awareness campaigns

Campus Health hosted several HIV/AIDS awareness campaigns, distributing information, motivating people to test for HIV and reducing the stigma and discrimination related to HIV and AIDS.

Campaigns included orientation for first-entering students, the national HIV Campaign ‘FIRST THINGS FIRST’ for first-entering students and coordinated by Higher Education South Africa, the Presidential HIV Counselling and Testing campaign and the Univen AIDS Day commemoration.

To reduce HIV infection on campus and among the university community, Campus Health addressed grade 12 learners attending winter school career guidance and university open days and also visited local schools and community gatherings, including royal kraals. It was also involved in a national HIV/AIDS awareness campaign ‘Intersextion’, which ran on television and national radio stations.

Campus Health also co-coordinates the Government Employee Medical Scheme’s wellness programme.

A staff member represents the university in a district AIDS council and was involved in the formulation of the 2012-2016 national and provincial HIV/AIDS, tuberculosis and sexually transmitted infections strategic plan.

Workshops

To enhance teaching and learning, Campus health conducted several workshops on HIV/AIDS. The workshops include peer education, diversity management and basic HIV/AIDS information.

To increase access to HIV/AIDS information in a non-discriminatory manner, special HIV/AIDS information workshops for students with disabilities and for lesbians, gays, bisexuals, transgender and intersex people were facilitated.

Research and innovation

In the review year, a research paper ‘Condom use among students requesting emergency contraceptive pills at tertiary institutions’ was published in a peer reviewed journal.

Two papers were presented during Social Aspects of HIV/AIDS Research Alliance and the South African Business Coalition on HIV & AIDS conferences.

USSA affiliation

The University of Venda continued its membership with University Sport South Africa. In 2011 it affiliated with 13 sporting codes - athletics, badminton, basketball, body building, chess, cricket, dance sport, football, karate, netball, rugby, tennis and volleyball.

Winter USSA Games

Five sporting codes participated in the 2011 USSA Winter Games, hosted by various universities.

Two Univen badminton teams participated with the A team taking 3rd position and the B team taking 5th position. Six players from Univen were selected to the USSA national badminton team.

The rugby team lost in the finals, coming very close to winning pool C and the netball team came 4th.

Univen purchased sport equipment worth R119 532 for teams that participated in the games.

Univen Sports Day

Student and staff participated in Univen Sports Day on 2 September 2011 where the Deputy Vice Chancellor: Operations, Dr Jannie Zaaiman represented management in the tug-of-war competition.

Univen **Income** **Generation** Centre



“The centre focuses on short courses, consultancy services and commercial projects.”

Prof Stephen Oni - Director





IN DECEMBER 2011, THE MEMORANDUM OF AGREEMENT BETWEEN THE UNIVEN INCOME GENERATION CENTRE AND THE UNIVERSITY, cementing the centre's role as a third-stream income generating body.

The centre's business

The centre focuses on three core business ventures – offering of short courses, consultancy services and commercial projects.

In the year under review the centre offered short courses in -

New venture creation learnership programme

This is a R4,7 million learnership project funded by MICT-SETA. The training project capacitates 100 information technology graduates in entrepreneurship skills to establish their own businesses. The one-year programme is offered in partnership with Murdock and Associates and it is expected to be completed by end of March 2012.

Short course on geographical information system

This one-week course is offered by the School of Environmental Sciences during university break periods. A total of 26 learners participated in the first course.

Short course in catering and food preparation

The six-week course was organised by the Department of Family Ecology at the School of Agriculture. A total of seven participants were trained.

Short course in urban and regional planning

This one-week course is offered by the Department of Urban and Regional Planning. A total of 20 learners were trained.

During 2011 a database of consultants and facilitators of short courses at Univen was compiled.

The centre also won a tender of R493 000 to do research for the Limpopo Land Claims Commission.



Communications and Marketing



“Nearly 16 000 learners received career guidance and comprehensive information about Univen.”

Mr Takalani Dzaga - Director





THE UNIVEN MARKETING STRATEGY SUPPORTS THE UNIVERSITY'S POSITIONING IN THE LOCAL, REGIONAL AND NATIONAL MARKET.

It aims to increase the number of student applications and to establish and maintain relationship with donors and sponsors. The strategy is based on an analysis of the higher education market and our position in it, an understanding of our potential students and their expectations and the communication of our strengths to diverse target audiences.

A wide range of marketing activities were undertaken to support this strategy during the year under review. Through the University of Venda Foundation, a number of companies were visited for relationship building as well as resource mobilisation initiatives.

The university hosted a Capital Campaign fundraising dinner to raise R2 billion for the needs in three strategic areas - buildings, both teaching/research and learning space, human capital and endowed chairs in the key areas of teaching and research equipment.

The directorate's Student Recruitment section helps to maintain Univen's profile with potential students locally, nationally and regionally. As part of this, selected national career exhibitions were attended and local school visits undertaken to present the programmes offered at the university.

The Schools Liaison section also hosted two career exhibitions, one at the former Makhado College and one on campus. A total of 15 797 learners received career guidance and comprehensive information about the university. The section also hosted an open day on campus which was attended by more than 1 900 learners from surrounding secondary schools.

The Media and Publications section plays a major role in informing and educating the staff and students and its strategic stakeholders. It caters for the communication needs of the university's business areas by producing a wide range of products such as press releases, flyers, brochures, posters and banners. The section liaises with the media and always maintains and sustains a good relationship, resulting in huge media coverage in both print and electronic media.

The Nendila newsletter has been one of our most powerful communication tools and is also available on the university's website. The department produced and distributed 24 000 copies of the newsletter, published between February and December 2011. The department also issued more than forty media releases and advertisements. This included newspapers, radio interviews, and television appearances as well as journals and magazines.

The Convocation and Alumni section helps members to establish lifelong, meaningful and valued relationships with the university and with each other. The section plays a vital role in establishing and maintaining relationship with the alumni associations, particularly that of the schools of Agriculture and of Management Sciences.

Univen Radio has received immense support from members of the community, continuing to be an educational, informative mouthpiece to all. Owing to the pool of academics and various university community members who continuously participate in the station's programmes, the programming content improved. The station worked with various stakeholders on its programme content, among others community members, students, parents, business people, nongovernmental organisations and government departments.



International Relations



*“Established in July 2011,
the directorate drives
internationalisation at Univen.”*

Mr Cornelius Hagenmeier - Director





THE INTERNATIONALISATION IS A HIGH PRIORITY FOR THE UNIVERSITY. Having entrenched internationalisation in all parts of its core business of teaching and learning, research and community engagement, Univen established its Directorate of International Relations, which coordinates international activities in 2011.

Establishment of the directorate

Following a comprehensive benchmarking survey, which included international offices at both South African and international universities, the Directorate was established in July 2011. An internationalisation policy was drafted, involving deans and other senior internal stakeholders.

International linkages and partnerships

The directorate supported existing linkages and partnerships and contributed to the process of establishing new ones. In 2011, the focus was on expanding the university's flagship international collaboration with the University of Virginia in the USA. This successful collaboration was entrenched in a memorandum of understanding. Furthermore, new collaborations were established with various international universities, for example with the University of Warwick in the UK and many new international memoranda of understanding were signed.

International partnerships for capacity building

The directorate coordinated the involvement of the university in international partnerships for capacity development. For example, the coordination of the involvement with the EUROSAs partnership for human development, which facilitates staff exchanges and international masters and PhD studies at European partner universities.

International community engagement

The directorate contributed to the growth of Univen's international partnerships in community engagement. This included support for the establishment of a ceramic water filter factory in a rural



pottery cooperative by a group of students and academics from the University of Virginia in the USA and Univen. The improvement of the quality of maths and English education was the focus of a new international community engagement project which was implemented in collaboration with the University of Warwick in the UK.

Support for international staff and students

The directorate provides designated support for all international members of the university community.

Collaboration with other South African universities in internationalisation matters

The Directorate worked closely with the entities responsible for internationalisation at South African universities. I served as a member of the Management Council of the International Education Association of South Africa and am responsible for international student liaison and student development.

Financial review

“The 2011 audit report is unqualified.”

Ms Nthanyiseni Dhumazi - Director



AS WITH THE PREVIOUS YEARS, SCHOOLS AND DEPARTMENTS HAD TO DEFEND THEIR BUDGETS AT THE BUDGET CONFERENCE. The consolidated budget for 2012 was prepared and approved timeously by the Finance Committee and Council and the 2012 budget was captured and implemented on 9 January 2012 on ITS.

Outstanding internal audit findings were reduced by 26 percent from 88 in 2010 and prior years to 65 in 2011.

Four management accounts reports were prepared and submitted to the Executive Management Committee, the Finance Committee and Council.

Significant attention was given to training during 2011 - training was conducted for people responsible for budget preparation and 75 percent of budget holders attended.

A total of 29 senior managers and their secretaries were trained on excel budget preparation.

Due to extensions of the registration dates there were some delays in claiming the National Student Financial Aid Scheme funds. The information technology system was upgraded to the integrator version.

All scheme claims were submitted by the end of November 2011 and paid for by the end of December 2011. All claims submitted were accepted by the scheme.

Cash flow management is planned for meticulously. Salaries were paid in due dates in accordance with the policy on salary payments dates.

To improve cash flow management, creditors are now paid once a month on the last day of the month. Emergency payments are still taken care of during the month. All reconciliations are now done monthly.

The 2010 audit report issued in June 2011 is unqualified. Own funds reserves increased by 10,4 percent from R223 million in 2010 to R252 million 2011. Operational expenditure for the 2011 financial year was within budget.

A new supplier data base registration form have been created and distributed for suppliers to register on the database. The supplier database has now been updated.

Independent auditors' report to the Council of the University of Venda

WE HAVE AUDITED THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS of the University of Venda, which comprise the statement of financial position at 31 December 2010, the income statement and the statement of comprehensive income, the statement of changes in funds and cash flow statement for the period then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes.

Council's responsibility for the financial statements

The Council is responsible for the preparation and fair presentation of these financial statements in accordance with South African Statements of Generally Accepted Accounting Practice, regulations for reporting by Higher Education Institutions and in the manner required by the Minister of Higher Education and Training in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended and for such internal control as Council determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material

misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Venda at 31 December 2010, and its financial performance and cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice, regulations for reporting by Higher Education Institutions and in the manner required by the Minister of Higher Education and Training in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended.

KPMG Inc

Registered Auditor
Per: C.H. Van Der Walt
Chartered Accountants (SA)
Registered Auditor
Director
Polokwane



Statement of financial position

at 31 December 2011

	Notes	2011 R ' 000	2011 R ' 000	2010 R ' 000	2010 R ' 000
Assets			1 426 877		1 199 021
Non-current assets			906 886		693 636
Property, plant and equipment	3	906 213		665 833	
Investments	4	673		27 803	
Current assets			519 991		505 385
Inventory	5	1 147		1 214	
Accounts receivable	6	45 040		22 222	
Students for fees		37 547		16 556	
Other amounts		7 493		5 666	
Investments	4	27 977		-	
Cash and cash equivalents	7	445 827		481 949	
Equity and liabilities			1 426 877		1 199 021
Funds and reserves			817 657		670 462
Restricted use funds		106 980		93 560	
Unrestricted use funds - education and general		362 876		335 296	
Asset revaluation reserve	8	347 801		241 606	
Non-current liabilities			389 547		345 215
Borrowings - Interest bearing	9	376		557	
Employee benefits	10	34 963		30 581	
Deferred income	12	354 208		314 077	
Current liabilities			219 673		183 344
Accounts payable	11	136 740		107 465	
Deferred income	12	82 703		71 148	
Current portion of borrowings	9	230		4 731	

Income Statement

for the year ended 31 December 2011

	Notes	2011					2010
		Council Controlled Unrestricted	Specifically funded activities Restricted	Sub-Total	Student and staff accommo- dation Unrestricted	Total	Total
		R' 000	R' 000	R' 000	R' 000	R' 000	R' 000
Recurrent items		6 877	13 420	20 297	8 152	37 183	72 237
Income		445 617	55 837	501 454	19 882	530 070	514 160
State appropriations - Subsidies and grants		248 267	23 595	271 862	-	271 862	255 441
Tuition and other fee income		179 805	5 238	185 043	19 882	204 925	192 179
Income from contracts							
For research		-	14 535	14 535	-	14 535	23 620
For other activities		985	149	1 134	-	9 868	2 271
Sales of goods and services		888	714	1 602	-	1 602	3 128
Private gifts and grants		124	2 185	2 309	-	2 309	2 100
Sub-total		430 069	46 416	476 485	19 882	505 101	478 739
Interest and dividends	15	14 701	9 421	24 122	-	24 122	33 565
Fair value adjustments and interest on financial instruments	16	847	-	847	-	847	1 856
Expenses		438 740	42 417	481 157	11 730	492 887	441 923
Personnel		275 921	13 665	289 586	-	289 586	254 295
Academic professional		164 115	8 424	172 539	-	172 539	145 713
Other personnel		108 454	5 241	113 695	-	113 695	102 441
Leave pay expenditure		3 352	-	3 352	-	3 352	6 141
Other current operating expenses		144 065	5 349	149 414	2 645	152 059	139 683
Research expenses		-	16 280	16 280	-	16 280	15 696
Depreciation		15 274	7 123	22 397	9 085	31 482	28 237
Sub-total		435 260	42 417	477 677	11 730	489 407	437 911
Finance costs	17	3 480	-	3 480	-	3 480	4 012
Non-recurrent items		8 734	-	8 734	-	-	5 971
Income		8 734	-	8 734	-	-	5 971
Profit on disposal of property, plant and equipment		-	-	-	-	-	269
Other income		8 734	-	8 734	-	-	5 702
Surplus for the year	18	15 611	13 420	29 031	8 152	37 183	78 208

Statement of comprehensive income

for the year ended 31 December 2011

	Notes	2011					2010
		Council Controlled Unrestricted	Specifically funded activities Restricted	Sub-Total	Student and staff accommo- dation Unrestricted	Total	Total
		R' 000	R' 000	R' 000	R' 000	R' 000	R' 000
Surplus for the year	18	15 611	13 420	29 031	8 152	37 183	78 208
Transfer from asset fund		3 817	-	3 817	-	3 817	2 553
Revaluation of PPE		110 012	-	110 012	-	110 012	16 335
Total comprehensive income attributable to the owners of the parent		129 440	13 420	142 860	8 152	151 012	97 096

Consolidated cash flow statement

for the year ended 31 December 2011

	Notes	2011 R ' 000	2010 R ' 000
Cash flows from operating activities			
Cash retained from operations	19	69 637	133 756
Investment income	15	24 122	33 565
Finance cost	17	(3 480)	(4 012)
Net cash flow from operating activities		90 279	163 309
Cash flows from investing activities			
Acquisition of property plant and equipment		(161 850)	(170 964)
Investments made		-	(25 000)
Proceeds on disposal of investments		-	15
Proceeds on disposal of property plant and equipment		-	473
Net cash flow from investing activities		(161 850)	(195 476)
Cash flows from financing activities			
Increase in deferred income: non-current		40 131	117 536
Decrease in long term liabilities		(4 682)	(25 560)
Net cash flow from financing activities		35 449	91 976
Increase / (Decrease) in cash and cash equivalents		(36 122)	59 809
Cash and cash equivalents at beginning of year		481 949	422 140
Cash and cash equivalents at end of year	7	445 827	481 949





University of Venda

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